



# Department of Public Works Organizational Review & Business Practice Evaluation Report

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## Project Background

In June of 2018, the Town of West Warwick engaged an outside consultant to evaluate the Department of Public Work's (hereinafter called DPW) organizational structure and various management, operations, and maintenance business practices. The primary focus was staff utilization, public response, efficient public service, work management, and the impact of the current union contract within all areas of DPW including the Civic Center. The evaluation process included:

- Interviewing all union, non-union, and management West Warwick DPW staff.
- A review of the current Local 2045 Union Contract.
- Site visits to 27 of the 69 West Warwick cemeteries that DPW has maintenance responsibilities for.
- Site visits to numerous roadside locations requiring routine maintenance by DPW staff including the Municipal Bike Path and J.P. Murphy Highway.
- Several tours of the Civic Center complex including the Thomas A. Lamb Memorial Field House and the Benny Magiera Memorial Ice Rink.
- An extensive review of various Civic Center related information from 2007- 2018.
- Site visits to the parks, public areas and memorial parks routinely maintained by dedicated DPW staff.
- A review of the 15 Job Descriptions related to DPW responsibilities including the Civic Center Complex.
- A review of the 2016, 2017, and 2018 financial reports for the Civic Center.
- A tour of the DPW grounds and facilities located on Junior Street.
- A review of the DPW vehicles and equipment.
- Reviewing DPW overtime reports for fiscal years 2016, 2017, and 2018 for all four (4) DPW Divisions.
- Observations of various DPW field activities including yard waste pickup, drainage maintenance, and street sweeping.
- A review of the current DPW's organizational chart, (Figure 1).
- Meeting with the Town's Finance Director.
- Meetings with the Civic Center's Marketing/Event Coordinator.

This report includes:

- Related organization and business practice findings.
- Recommended revision to existing DPW Job Descriptions.
- Staff utilization charts for various DPW operations.
- Job Descriptions for recommended new and amended positions.
- Recommendations for organizational and business practice improvements including a recommended reorganization of DPW and the Civic Center reflected by the organizational charts outlined in **Figure 2 & Figure 3**

## 1. Staff Interviews

All union, non-union, and management staff was individually interviewed to discuss their roles within DPW and provide input into where they feel changes and current business practice improvements are needed. Also, during this interview process respective job descriptions were reviewed for accuracy and current applicability. It should be noted that everyone interviewed was extremely cooperative and contributed value information. There were many common issues raised by a majority of the staff and they are as follows:

- Additional staff is needed to efficiently accomplish all the work DPW is responsible for. The consensus among all DPW staff is they are always operating as if they are shorthanded.
- All existing vacant positions should be immediately filled.
- Staff does not have the necessary equipment to do many of the maintenance tasks they are responsible for. Not having a flail mower to efficiently maintain the bike path and perform other roadside maintenance and a camera to support drain maintenance, were noted as some of the major equipment needs.
- The current Union salaries were the unanimous major issue that staff feels significantly impacts morale.
- The manner in which councilor complaints are handled is a problem that impacts productivity and leads to more complaints.
- The daily scheduling of work is chaotic and needs to be better organized and planned.
- There is a need to upgrade many of the Department's vehicles, especially the Dump Trucks.
- Inventory Management and control is poor.
- There is no accountability.
- Staff likes the security of being in the Union but is unhappy with the Union contract not allowing employees to get a raise for five (5) years. They believe they were promised a wage reopener which did not happen, as a result they feel they cannot trust management or the council.
- On several occasions they have run out of sand/salt during snow removal events.

The staff was willing to cooperate and responded with very positive and useful ideas such as:

- Increase compensation which will immediately improve morale.
- Management and the Town Council needs to live up to the promises made at the beginning of the contract.
- Better organize and plan work.
- Purchase needed tools and equipment.
- Upgrade a majority of DPW's vehicles.
- Fix the garage roof.
- Hire qualified people and properly train them. Fill vacant positions.
- Improve job descriptions to better define the roles of each position

- Improve the way councilor complaints are received and handled and staff also feels the council should be less involved with DPW activities.

## 2. DPW Organizational Overview

The organizational structure and staffing levels of DPW has significantly changed over the past 10 years. The privatization of trash removal, the privatization of the Civic Center, resulted in a reduction of some 17 union positions in accordance with the union bumping process. Although 17 positions were eliminated no one lost a job. Three (3) years ago the privatization of the Civic Center was terminated and the operation, maintenance, and management were returned to the DPW resulting in the addition of one (1) non-union position, titled Marketing/Event Coordinator and the reassignment of three (3) union positions to the Civic Center

There have been discussions as to what areas of the DPW are Divisions or departments. For the purpose of this project, the areas that fall under the DPW umbrella;

- Highway
- Parks
- Fleet Maintenance
- Civic center

will all be referred to as Divisions. Currently the West Warwick’s DPW includes thirty-one (31) full-time union positions, two (2) full-time management positions and two (2) non-union positions, one (1) full-time and one (1) part-time, working in four (4) functional divisions. Staffing details related to the four (4) DPW Divisions are detailed within **Table 1** below.

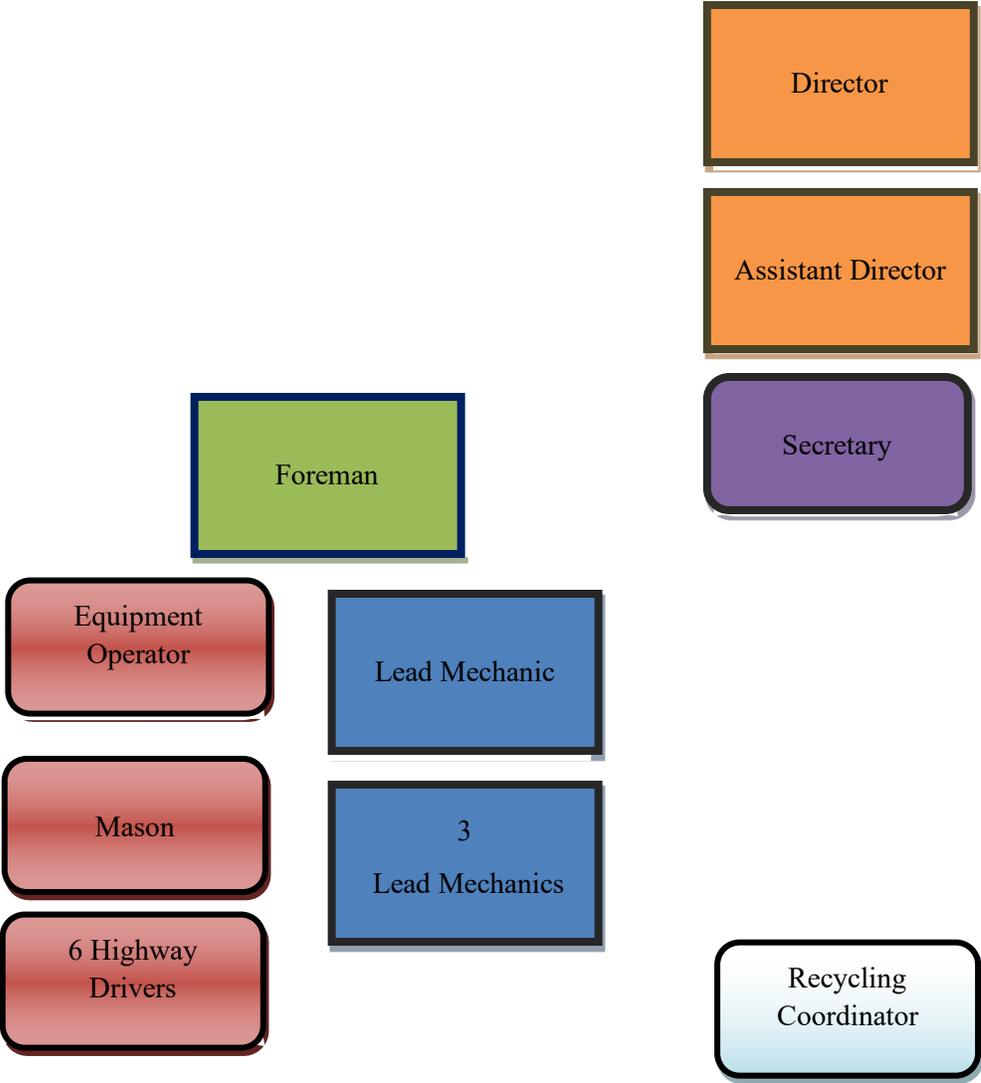
**Table 1**  
**DPW Division Staffing Details**

<b>Division</b>	<b>Positions</b>	<b>Comments</b>
Highway	DPW Director(Management) DPW Assist. Director (Management) Foreman (Union) Recycling Coordinator (Management) Secretary (Union) Mason (Union) Equipment Operator (Union) 6 Drivers (Union) 11 Laborers (Union)	<ul style="list-style-type: none"> <li>➤ \$12,000 of the Assistant Directors salary is budgeted under the Civic Center.</li> <li>➤ There currently are Two (2) Vacant Laborer positions</li> <li>➤ Two Laborers/Maintenance staff assigned to Parks &amp; Rec. is shifted to the Highway Unit during the off season.</li> </ul>
Fleet Maintenance	Lead Mechanic (Union) 3 Mechanics (Union)	<ul style="list-style-type: none"> <li>➤ Four (4) Mechanics positions are budgeted in the FY 2019 Budget.</li> </ul>
Parks & Recreation	Parks Supervisor (Union) 2 Laborer/Maintenance (Union) Seasonal Part-Time Employees	<ul style="list-style-type: none"> <li>➤ The Parks Secretary is based at the Civic Center.</li> <li>➤ During the summer two (2) part-time employees are usually hired to support parks maintenance activities. That did not happen in 2018</li> </ul>
Civic Center	Civic Center Supervisor (Union) Marketing Coordinator (Management) Secretary (Union)	<ul style="list-style-type: none"> <li>➤ The Civic Center Supervisor is out on an industrial accident and the</li> </ul>

	Civic Center Maintenance (Union) As needed Part-Time Employees	position has been filled on a temporary basis. ➤ Part-Time Employees are hired as needed to run concessions and to support various functions as needed.
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Although there are four (4) working divisions with specific responsibilities, the working divisions are not reflected in the DPW’s current organization chart noted by **Figure 1** below. This organizational chart represents a disorganized department with no defined structure, work crew structure or staffing approach necessary to efficiently accomplish the required tasks. Revising the DPW’s organizational structure will be discussed later within this report.

**Figure 1**  
**West Warwick’s DPW Current Organizational Chart**



The following details the roles key and responsibilities of each DPW division.

## **2.1 Highway Division**

The Highway Division is based at the DPW yard located on 10 Junior Street and the 24 dedicated staff, (2 Management, one (1) part-time Non-Union and 21 Union), is primarily responsible for:

- Picking up and disposing of yard waste from April 1<sup>st</sup> to the first snow fall which normally occurs the beginning of December.
- Street sweeping from April through November.
- Storms drain maintenance not including cleaning which is handled by an outside vendor (Truax).
- Snow plowing and sanding of the Town's roads and public parking areas, with as needed assistance from select DPW staff dedicated to other Divisions.
- Snow removal of public walk ways and other public areas where plows cannot be used.
- Receiving, logging and tracking complaints to the DPW from the public and Town Councilors.
- Responding to complaints from the public and from councilors calling on behalf of their constituents.
- Initial and routine maintenance of 27 of the 68 cemeteries within West Warwick.
- Bulk pickup including the required coordination of resulting documentation.
- The coordination of pickup of white goods including mattresses, and metals completing the respective documentation.
- Assisting the Parks Division with roadside and bike path maintenance
- Management, operation and maintenance of the fuel station located at the DPW facility. This includes managing the fuel inventory and billing the other Town departments.
- Operation of the DPW yard as a public service to the West Warwick residents.
- Hot top work including repairing pot holes, installing berms, and paving.

Two (2) DPW management positions and one (1) part-time non-union position work out of the Junior Street facility and are considered to be part of the Highway Division. The two (2) Highway Division management positions and one (1) non-union position are:

- DPW Director (Management)
- DPW Assistant Director (Management)
- Recycling Coordinator (Part-time Non-Union)

Their primary responsibilities are:

- Managing, directing, and overseeing DPW personnel and activities performed by all DPW Divisions.
- Managing contracts with outside vendors.

- Performing as incident commander during applicable emergencies.
- Serving as a liaison between the Town and recycling contractor regarding the Town’s Recycling Program.

## 2.2 Parks Division

The Parks Division includes three (3) dedicated union staff, (A Parks Supervisor, and two (2) Laborers/maintenance staff) that work varying shifts throughout the calendar year. The staffing details of the DPW’s Park Division are as follows;

- **Parks Supervisor-** The Parks Supervisor schedule is 7:00am – 3:00pm Monday thru Friday year round, reporting to and working out of the Riverpoint Park field house.
- **Laborer/Maintenance-** One Laborer/Maintenance staff works out of the Riverpoint Park field house from March 1<sup>st</sup> to December 1<sup>st</sup> from 7:00am – 3:00pm Tuesday thru Saturday. From December 1<sup>st</sup> to March 1<sup>st</sup> this staff member will report to the DPW facility on Junior Street and the work schedule is adjusted to 7:00am – 3:00pm Monday thru Friday.
- **Laborer/Maintenance-** The second Laborer/Maintenance staff also works out of the Riverpopint Park field house from March 1<sup>st</sup> to December 1<sup>st</sup> from 11:00am – 7:00pm Thursday thru Monday. . From December 1<sup>st</sup> to March 1<sup>st</sup> this staff member also will report to the DPW facility on Junior Street and the work schedule is adjusted to 7:00am – 3:00pm Monday thru Friday.

The primary responsibilities of the three (3) dedicated Park’s Division staff are as follows;

- The management, operations, and maintenance of the recreational facilities, including fields and buildings, listed within **Table 2** below.
- Maintenance of the bike path and other define public areas also listed within **Table 2**.
- Getting the fields ready for municipal and private leagues and providing as needed service when games are being played.
- Manage the rental of applicable Town field overseeing the collection of the resulting payments. On occasion the Park’s Supervisor has increased the rental rate for private tournament games and games where admission is charged. The 3 fields which generate revenue are Amby Smith, McCarthy and Ray Silva. The combined revenue from these fields for the past three (3) fiscal years is;

<b>FY 2016</b>	<b>\$11,335</b>
<b>FY 2017</b>	<b>\$18,363</b>
<b>FY 2018</b>	<b>\$18,632</b>

- Assist with Snow plowing and related snow removal.
- Assisting the Highway Division staff during the months of December – February, with various DPW related tasks.
- Decorating West Warwick center and facilities during the holiday season

**Table 2**  
**Parks and Public Areas**

<b>Park Facility</b>	<b>Comments</b>
Amby A. Smith	West Warwick's JV and Varsity girl's high school softball teams use this field for both practices and games at no charge. AAU softball, Christian softball and Team works Coed softball pays to use this field for \$50/game. This field generated approximately \$6,000 in revenue during the past fiscal year and is in need of an irrigation system. <b>Current staff utilization for routine maintenance is 1 person 10 hours/week.</b>
McCarthy	West Warwick's high school varsity and JV baseball teams use this field at no cost for practice and games at no cost. American Legion and Connie Mack use this field for games for free as well. New England AAU and the men's senior league use the field for \$125/game. The RI Interscholastic League uses the field for \$200/game because they charge \$7.00 at the gate. This field generated approximately \$10,000 in revenue during the past fiscal year. There are 2 dugouts and a concession stand. To reduce maintenance it is suggested to eliminate the warning track and irrigation is needed. <b>Current staff utilization for routine maintenance is 1 person 21 hours/week.</b>
Ray Silva	West Warwick's middle school uses the field at no cost for baseball practice and games and on occasion Connie Mack and American Legion, plays games on this field at no cost. New England AAU plays games here at \$75/game. This field generated approximately \$2,000 in revenue during the past fiscal year. The field does have irrigation and 2 dugouts and shed with a concession stand. <b>Current staff utilization for routine maintenance is 1 person 15 hours/week.</b>
Jr. Softball Field	Used by the West Warwick's City League girls softball at no cost. There is no irrigation and one building for storage with a concession stand. There is a Port-O-John facility maintained by the supplier. <b>Current staff utilization for routine maintenance is 1 person 3 hours/week.</b>
Sr. Softball Field	This field is used by West Warwick's Middle School and City League girl's softball for practice and games for no charge. There are 2 dugouts (recently repaired and a building for storage, a press box, and concession stand. A Port-O-John is on site which is maintained by the supplier. <b>Current staff utilization for routine maintenance is 1 person 10 hours/week.</b>
Cal Ripkin	West Warwick's Cal Ripken League practices, and plays regular season and tournament games here at no charge. There are two buildings as part of this field with a concession stand and maintenance storage as well as 2 dugouts. There is no irrigation. <b>Current staff utilization for routine maintenance is 1 person 15 hours/week.</b>
Soccer Field & Riverpoint Gazebo	This is both public green space with a picnic area and soccer field. West Warwick's boys and girls soccer programs, which total 440 kids, use this field regularly at no cost. Half of the field has irrigation and there is

	a building with a storage area and concession stand. <b>Current staff utilization for required maintenance is 1 person 12 hours/week.</b>
Tennis Courts & Basketball Courts	High School tennis teams and the public use this facility when available as well as a summer league tennis program. This is connected with the basketball courts and there is a building for storage and restrooms. West Warwick community basketball uses these courts and there is no charge for both the tennis and basketball courts. There is major use of these courts in the summer generating more trash. Lighting is a priority here and it is important that someone comes back to lock the bathrooms at 9:30. <b>Current staff utilization for routine maintenance is 1 person 13 hours/week.</b>
Crompton/Historical Library	This property has a playground and picnic area with an open field by the historical library and gets a lot of public use. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
Flat Top	Site includes a playground with a structure and a mini baseball field where West Warwick municipal Tee-ball is played. This facility gets moderate resident use. <b>Current staff utilization for routine maintenance is 1 person 5 hours/week.</b>
Compton Vets Field	This field is primarily used by Pop Warner football for practice. <b>Current staff utilization for routine maintenance is 1 person 5 hours/week.</b>
Natick Field	This site includes 3 youth baseball fields and a playground. <b>Field 1-2</b> Dugouts and a building with a concession stand and storage. <b>Field 2-</b> 2 dugouts and 3 buildings with a concession stand, storage, and Eco-friendly bathrooms. <b>Field 3-</b> 2 dugouts. This location is used extensively for Town baseball and the public and by the public for pickup games. <b>Current staff utilization for routine maintenance is 1 person 10 hours/week.</b>
Brookside Playground	This is a small public playground and experiences moderate public use. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
American Legion	This is a very visible veteran's memorial public area. <b>Current staff utilization for routine maintenance is 1 person 2 hours/week.</b>
Artic Gazebo	Public uses the structure and surrounding open space for a variety of group events. Centerville Bank pays for various maintenance. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
Juniper Pond	Small public area with 2 benches where people go to fish. <b>Current staff utilization to for routine maintenance is 1 person 1 hour/week</b>
Memorial &Legriss	This is a war memorial park in a very visible location. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
Royal Mills	This is a Veterans Memorial Park in a very public area. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
Korea Square	A veteran's memorial park. <b>Current staff utilization for routine maintenance is 1 person .5 hours/week.</b>

Caboose & Gas pumps	Visible public areas. <b>Current staff utilization to perform routine maintenance is 1 person 1 hour/week.</b>
Fishing Pier	Handicap assessable fishing pier which is the only one in the state experiences extensive use with lots of trash generated at this location. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
Cleveland Street	Publicly used open space. <b>Current staff utilization for routine maintenance is 1 person 1 hour/week.</b>
Phoenix Square	Small park with Christmas lights. <b>Staff utilization for routine maintenance is 1 person 1 hour/week.</b>
West Warwick Civic Center	Maintain all the main grounds. <b>Staff utilization for routine maintenance is 1 person 3 hours/week.</b>

Routine maintenance at the above locations includes grass cutting and trimming, weed whacking, watering, picking up trash and cleaning bathrooms in Town owned buildings. Portable toilets are maintained by the applicable suppliers. Non routine maintenance performed by Park's staff includes but is not limited to carpentry work, roofing and, minor plumbing at Town owned structures at park's locations.

**The above information defines 123.5 staff hours per week to maintain all the locations described above factor in 10% (12.3 hours) for travel. That calculates to 135.8 hours per week to travel to and maintain the above location for 9 months per year. There a 3 dedicated staff to perform the required work resulting in at least 15.8 hours per week in potential overtime. At \$30/OT hour x 15.8 hours = \$474.00 per week for parks or \$17,046 in potential overtime for a 36 week period just for travel and routine maintenance. It should that the Park's staff performing the routine maintenance does not take breaks during the work day but does break down and clean up at 2:30. This is factored in to the identified staff utilization rates for the routine maintenance identified above.**

### 2.3 Fleet Maintenance

The DPW's Fleet Maintenance Division is located at the Junior Street facility and its staff consists of four (4) dedicated union staff, a Lead Mechanic, and three (3) Mechanics. The portion of the DPW facility that houses Fleet Maintenance is extremely crowded, a condition that worsens during the winter months. In addition the roof in the Fleet Maintenance area leaks badly. The primary responsibilities of the Fleet Maintenance Division are as follows:

- Perform preventive and corrective maintenance on all Town vehicles and motorized equipment to insure reliable operation. This includes all vehicles and motorized equipment assigned to the Police, Fire, Public Works Departments, town hall and the Sewer Commissions It should be noted that all members of the Fleet Maintenance Division utilize their own tools when performing maintenance. These personal tools and respective tool boxes are set up in designated work areas as depicted in **Attachment H**
- Prioritizing and scheduling of all preventive and corrective maintenance for all Town vehicles and motorized equipment.

- Provides input to the Fleet Maintenance operating and capital budgets.
- Work during snow events to be available to perform as needed maintenance on snow removal vehicles and equipment.

## **2.4 Civic Center**

The Civic Center has gone through an organizational change since the current Local 2045 Union Contract went into effect in 2014. Because it was privately managed, operated and maintained prior to the current union contract, language related to the Civic Center was not included in the union contract. It was difficult to effectively evaluate the recent history of the Civic Center as many of the key decision makers once involved with the Civic Center no longer work for the Town. As a result it was difficult to determine what was actually done to the Civic center and by whom at what cost, particularly during the time it was privately leased. During fiscal year 2016, the privatization of the Civic Center was terminated and the management, operation and maintenance were returned to the Town under the leadership of the Director of Public Works. As a result, for this evaluation and organizational review the Civic Center will be viewed as a Division under the Department of Public Works.

The Thomas A. Lamb Memorial Field House and Benny Magiera Ice Rink located at 100 Factory Street are the key components of West Warwick's Civic Center complex and is a \$2.5M Town asset. The Town's leadership's expectations for the Civic Center are that it be managed, marketed, operated and maintained in a manner resulting in strong community relations, efficiently serving the public, and generating positive revenue annually. There currently are four (4) dedicated staff consisting of a Marketing/Event Coordinator (Non-Union), Civic Center Supervisor (Union), Civic Center maintenance (Union), and Secretary (Union). The primary responsibilities of this staff are:

- Operating and maintaining the Civic Center complex safely and efficiently supporting existing clients and programs.
- Develop and implement sound community programs such as public skating and a children's summer program.
- Market the facilities through well developed public outreach and advertising to bring in new clients and increase advertising and rental revenue.
- Efficiently control concession inventory and sales resulting in additional revenue.
- Work in harmony with other Town Departments and the general public.
- Properly screen and utilize hired part-time staff.
- Invoice clients and document receivables in a timely manner.
- Develop sound rental agreements.

## **3. Job Descriptions**

Well developed and defined job descriptions lay out the foundation for the requirements and responsibilities of each person within the organization. Employees are expected to comply with the elements of their respective job descriptions including fulfilling licensing, safety, and continuing education requirements. It is a good business practice to review all job descriptions every two (2) years to ensure they are updated to meet changing work requirements. The current organizational structure of the Town's Department of Public Works collectively contains 16

different job descriptions, defining 11 union positions and 2 management positions, two (2) non-union positions and a part-time non-union position. **Table 3** contains information on all 16 job descriptions:

**Table 3**  
**Job Description Information**

Description/Division	Non-Union/Union
DPW Director-Highway	Management, Last revised May 10 2018
Assistant Director-Highway	Management, Last revised May 25, 2016
Foreman-Highway	Union, Last revised April 16, 2015
Recycling Coordinator-Highway	Non-Union (Part-time) Last Revised Sept. 15, 2015
Driver-Highway	Union, Last revised-2009
Laborer-Highway	Union, Last revised-2009
Laborer/Maintenance-Highway & Parks	Union, Last revised-2009
Equipment operator-Highway	Union, Last revised-2009
Mason-Highway	Union, Last revised-2009
Secretary-Highway	Union, Last revised-2009
Secretary-Civic Center	Union, Last revised-March 6, 2017
Parks Supervisor-Parks	Union, Last revised-????
Marketing Coordinator-Civic Center	Non-Union, Last revised-July 1, 2016
Civic Center Supervisor-Civic Center	Union, Last revised-July 1, 2016
Civic Center Maintenance-Civic Center	Union, Last revised-July 1, 2016
Concession Helper-Civic Center	Part Time Non-Union, Last revised-July 1, 2016

An in-depth review of all 15, union and non-union, job descriptions within DPW revealed that a majority of the job descriptions were neither well developed or accurately defined the roles of the employees in the respective positions. This is the case for those job descriptions that were last revised in 2009 and those descriptions revised as recently as May 2018.

The following examples highlight some of the issues as many of these current union and non-union job descriptions:

- Contain inaccurate essential responsibilities. **Of note is the DPW Directors job description, (Revised in May 2018), that has a listed responsibility which states, “Serves as the Town’s Tree Warden and manages tree removal, maintenance and replanting programs”. The Town has a dedicated Tree Warden so it is very confusing as to why this responsibility would remain in a recently revised job description.**
- Are lacking key responsibilities; **For example, nowhere in the two Civic Center maintenance job descriptions is there a listed responsibility for the operation of the**

**Zamboni to resurface the ice. Also missing in many of the job descriptions is the key phrase, “Performs other related duties as required”.**

- **Contradicts the current Union Contract, even though the union approves union job descriptions; An example of this is the following contract language under Article 37.3; “All employees hired prior to July 1, 2006 and who hold the position of Driver currently or in the future in the Department of Public Works will have the option whether to receive an additional \$.50 per hour to assist the laborers in the day to day operations of the job as needed.”. Some Drivers understand this to mean they do not have to help the Laborers. However, the Drivers job description has the following listed responsibility, “Assist in other DPS jobs or other related work as required or assigned.” This means the Driver must help no option.**
- **Perpetuates the current dysfunctional organizational structure. DPW financial information identifies \$12,000 of the Assistant Directors salary is budgeted out of the Civic Center’s budget; however, there is not a word mentioned about the Civic Center in the Assistant Directors job description. That being the case, why would any amount of the Assistant Directors job description be tied to the Civic Center?**

These are just some of the many job description inaccuracies and inconsistencies that impact productivity, staff utilization, and a sound organizational structure.

#### **4. Business Practices Evaluated**

The following are descriptions of the business practices performed by staff of the DPW’s Highway, Parks, Fleet Maintenance and Civic Center Divisions evaluated for this project;

- **Yard waste pickup and disposal:** Yard waste is picked up from April 1<sup>st</sup> until the first snow fall which usually occurs in early December. Half of the Town identified by 8 of the 16 former trash routes is picked up the 1<sup>st</sup> and 3<sup>rd</sup> weeks of the month and the other half of the Town identified by the remaining 8 routes are picked up the 2<sup>nd</sup> and 4<sup>th</sup> weeks of the month. The practice in place prior to the appointment of the current Director in September was to put all yard waste curbside on Monday with the intent of four (4), three (3) person Highway crews picking up half the Town in one (1) day. However, staffing limitations for a variety of reasons often limited the number of crews available. As a result, yard waste often remained curbside for up to 5 days generating up to 90 complaints a month resulting in 90 hours per month of staff utilization to respond.

**The new DPW Director has worked through staffing limitations and has been able utilize available staff to complete half the Town in 2 days with 2 crews reducing complaints to 4 per month.** A typical yard waste crew consists of a Driver and 2 Laborers using a 2004 trash truck. Trucks are usually filled around 1:00 at which time the entire crew travels to the Johnston Landfill for disposal. Residents can bring their yard waste directly to the DPW facility on Junior Street during the week and on the 1<sup>st</sup> and 3<sup>rd</sup> Saturdays each month during the yard waste pickup period. During months with 5 weeks there is no yard waste pickup.

- **Street sweeping:** A two (2) person crew made up of two (2) employees was assigned to sweep streets from April 1<sup>st</sup> to November 1<sup>st</sup>. The Town’s one (1) functioning sweeper is followed by a dump truck and the sweepings are dumped into the dump truck as needed

and brought back to the DPW yard for future disposal at the Johnston Landfill. It should be noted that it is routine for the sweeper to return to the DPW yard to fill up with water several times per day. Street sweeping is done by ward and the daily hours are 5:00 am to 12:00 noon, because they take limited breaks they are allowed to clock out at noon. The Foreman is available (On overtime from 5:00am-7:00am) for supervision and to support any emergency situation. **The newly appointed DPW Director has stopped the street sweeping operation and assigns the two (2) Drivers to other DPW tasks from 7:00 am to 3:00 pm.**

- **Bulk pickup:** Non-hazardous residential waste that does not fit in the supplied weekly trash bins is classified as waste for Bulk Pickup. Bulk Pickup is scheduled for the 1<sup>st</sup> and 3<sup>rd</sup> Saturdays of each month. Earlier in the year Bulk Pickup was performed by Mega, the Town’s contracted trash Removal Company, at a monthly cost of \$2,100.00 or \$1050.00/pickup period. In addition, with Mega handling Bulk Pickup, DPW would receive 10-15 complaints per pickup period related to missed pickups or other issues. Several months ago, the DPW requested via a presentation to the Town Council that the DPW be allowed to take over Bulk Pickup on overtime during the designated 1<sup>st</sup> and 3<sup>rd</sup> Saturdays citing cost savings and improved public service, (fewer complaints). The details of the presentation outlined DPW using two, 2 person crews consisting of 2 Drivers and 2 Laborers working the 1<sup>st</sup> and 3<sup>rd</sup> Saturdays of each month from 7:00am to 12 noon with an expected monthly overtime cost of \$972.00 or \$486.00/pickup period for the 4 designated DPW staff. These figures alone reflect a minimum monthly savings of \$1,128
  - If FICA @7.5% and an estimated fuel cost of \$70.00, (20 gallons) are factored in based on the following calculation;
    - $\$986 + (.075 \times \$986 = \$73.95) + \$70.00 \text{ (Fuel)} = \$1,129.95$
    - **Therefore, the potential actual savings is \$2,100-\$1,129.95 = \$970.05**
  - The Council approved the request and DPW took over Bulk Pickup in July and there have been less than 3 complaints per month related to missed pickups. DPW headquarters schedule approximately 90 requests for Bulk Pickup every 2 weeks. The DPW crew’s routinely complete all scheduled pickups during the approved time frame, at a pickup rate of approximately 6 minutes/pickup. Residents are allowed 4 scheduled bulk pickups per year. There is a Secretary and Foreman available during the bulk pickup operation on Saturday as part of the biweekly yard waste operation but do help with bulk pickup as needed and they are not part of the cost associated with DPW taking over bulk pickup.
- **White Goods and Mattress Pickup:** White goods include appliances and mattresses and are picked up on regular time throughout the month. The work is performed by a two (2) person crew normally made up of a Driver and Laborer. Residents come to DPW head quarters on Junior Street to purchase a sticker and if necessary a bag for a mattresses and schedule the pickup. TV’s are also picked up under this program the associated costs are;
  - **Appliances** **\$25.00**
  - **Mattresses** **\$20.00 +\$4.00 for a bag**
  - **Televisions** **\$20.00**

- Requests and pickups are well documented and have been added to the work order system recently implemented. There are about 45 paid pickups and 5 unpaid
  - pickups per month.
- **DPW Yard:** West Warwick residents can bring yard waste, non-hazardous residential bulk trash, white goods, televisions and other electronics and paint to the DPW yard for proper disposal. This service is available from 7:00 am-3:00 pm Monday thru Friday and on the first and third Saturdays each month from April 1<sup>st</sup> to December 1<sup>st</sup>. Residents will check in with the Secretary at the front desk to purchase required stickers and mattress bags if necessary. The yard is staffed with a Laborer and Equipment Operator (When available), to assist the residents and insure all items are properly disposed at designated location within the yard. Past practice was the DPW yard would be closed during lunch and the Two (2) 20 minute breaks. **The new Director has stopped that practice and the yard remains open to the public for the entire eight (8) hour day**
- **Hot Patch:** Hot patch work includes repairing potholes, repairing and installing berms and as needed paving. The hot patch backlog is very dynamic for a variety of reasons. Activities associated with this business practice were performed weekly, normally on Fridays by varying sized crews depending on staff availability and the extent of the required work. In the past hot patch work was inconsistently staffed and poorly documented. Crew size for hot patch work varied from 2-7 staff. **The newly appointed DPW Director has directed hot patch work to be prioritized and performed throughout the week if there is required work available. In addition the work crew size has been defined for pothole repair to be a 2 person crew made up of a Driver and Laborer; for berm repair and installation as well as paving will be performed by a 4 person crew made up of a combination of Drivers and Laborers. The improved prioritizing and managing of the required work and completing it throughout the week coupled with right sizing the work crews has enhanced both public service and staff utilization. Also the recently implemented manual work order system is being utilized to schedule, document and track all hot patch work.**
- **Storm Drain Maintenance:** The Town's storm drainage system is in rough shape both physically and structurally. Drainage catch basins and connecting pipes are cleaned by (Truax) at an annual cost of \$20,000.00. Required structural repairs are performed in-house normally by a 3 person crew made up of the Mason and 2 Laborers. Staffing limitations often impact drain work as on many occasions staff for a 3 person crew is not available as a result there is a significant drain work backlog dating back several years. The Mason has provided justification for the purchase of a closed circuit TV inspection camera to assess select locations within the drainage system to better define the necessary repairs. The thought is having the ability to efficiently evaluate the required structural work will save time and money and help better manage the drain repair backlog which goes back several years.
- **Work documentation:** There are some areas where work is being well documented particularly with regard to bulk pickup, along with white goods, mattress and metals

pickup. However, overall work documentation is poor. Until very recently there was no work order system in place to support and optimize the scheduling and documenting of all related DPW work. **The newly appointed DPW Director has implemented work order procedure.** Also there are no asset management principals being followed. Prior to the current manual work order system being implemented some work was documented by hand written notes that may have been manually filled. The secretary at DPW headquarters has done a good job attempting to structure whatever work documentation is provided and file it electronically.

- **Safety:** A majority of Highway, Fleet Maintenance and Park’s Divisions staff have participated various training sessions related to the following areas;

- |   |                            |
|---|----------------------------|
| ▪ <b>Chainsaw use</b>                   | <b>Hazmat</b>              |
| ▪ <b>Flagger Requirements</b>           | <b>Defensive Driving</b>   |
| ▪ <b>Bucket Truck Operation</b>         | <b>Equipment Operation</b> |
| ▪ <b>CPR</b>                            | <b>Chemical Spraying</b>   |
| ▪ <b>Street Sweeper Operation</b>       | <b>Chipper Operation</b>   |
| ▪ <b>Paint Care Related to Disposal</b> | <b>Back Yard operation</b> |
| ▪ <b>Bed Bugs</b>                       |                            |

Many staff has participated in multiple safety training sessions. However, there are no safety related Standard Operating Procedures (SOPs) in place.

- **Work scheduling:** Routine work scheduling with the DPW highway Division is very poor for a variety of reasons. Scheduling of crews to perform DPW work more often than not is chaotic and disorganized as the leadership team needs to wait and see who shows up for work to establish work crews and assign tasks. It is common for 1-3 staff members to call in requesting sick, vacation or personnel time. Often vacation time was granted without requesting it 24 hours in advance as specified in the union agreement. **The new Director has tightened up accrued time usage and worked with the Assistant Director and Foreman to minimize confusion in the morning resulting in work crews leaving the DPW Yard close to 7:00 am.**
- **Civic Center Program Development/Event Operation:** The Thomas A. Lamb Memorial Field House has a capacity of 1572 people and offers many options for a variety of activities such as sporting events, recreational programs, large expos, trade shows and conferences. The Benny Magiera Ice Rick is used extensively for competitive and recreational Hockey and supports community/regional youth hockey programs West Warwick High School hockey programs. There is a new Zamboni machine that provides quality resurfacing. There are defined operating procedures and Lease agreements in place for the rentals of the Field House and Ice Rick as well as specific events and participation in programs such as the youth summer program. These procedure and agreements are well defined and protect the Town legally and financially. Also the established rental for the civic Center are as follows;

**Thomas A. Lamb Field House Rental Rates**

One Court	\$50.00/Hour
Two Courts	\$100.00/Hour
Entire Building	\$125.00/Hour

### Benny Mageria Ice Rink Rental Rates

Spring/Summer 50 minutes May-Aug	\$220
Fall/Winter 50 Minutes before 9PM Sept-April	\$240
50 Minutes after 9PM	\$220
Tournament Rates	\$275

- Civic Center Business Development:** In 2016 when the Town took over the operation and maintenance of the Civic Center a non-union Marketing/Event Coordinator position was created. The primary role of the Marketing/Event Coordinator is to promote the Civic center, develop community oriented programs, leading to increased advertising and rental revenue. The business development approach focused on getting out into the community meeting with community groups, business leaders and other prospective advertisers and renters. In addition the Civic Centers website was improved and advertising opportunities were developed with varying annual costs as outlined below.

• Advertising Opportunity	• Annual Cost
<ul style="list-style-type: none"> <li> <b>Zamboni Advertising Opportunity-</b>Display Company logo on the Zamboni and Company literature in the racks at both the field house and ice rink         </li> </ul>	<ul style="list-style-type: none"> <li>\$3000</li> </ul>
<ul style="list-style-type: none"> <li> <b>Premier Advertising Opportunity-</b> Company banners on display in both the ice rink and field house and Company literature in the racks at both locations.         </li> </ul>	<ul style="list-style-type: none"> <li>\$2750</li> </ul>
<ul style="list-style-type: none"> <li> <b>Score Board Advertising Opportunity-</b> Company banner displayed next to the score board in the ice rink and company literature in both the racks at the ice rink and field house.         </li> </ul>	<ul style="list-style-type: none"> <li>\$1500</li> </ul>
<ul style="list-style-type: none"> <li> <b>Dasher Board Advertising Opportunity-</b> Company banner displayed on the rink's dasher boards and Company literature in the racks at both the ice rink and field house.         </li> </ul>	<ul style="list-style-type: none"> <li>\$1000</li> </ul>
<ul style="list-style-type: none"> <li> <b>Dasher &amp; Banner Advertising Opportunity-</b> Company banner on display in the field house and logo on dasher boards in the ice rink. Company literature in the racks at both locations.         </li> </ul>	<ul style="list-style-type: none"> <li>\$1300</li> </ul>
<ul style="list-style-type: none"> <li> <b>Double Banner Advertising Opportunity-</b> Company banners on display in both the ice rink and field house and company literature in the racks at both locations.         </li> </ul>	<ul style="list-style-type: none"> <li>\$1000</li> </ul>
<ul style="list-style-type: none"> <li> <b>Single Banner Advertising Opportunity-</b> Company logo displayed in the facility of one's choice with company literature in the racks at both the field house and ice rink.         </li> </ul>	<ul style="list-style-type: none"> <li>\$850</li> </ul>

<ul style="list-style-type: none"> <li>• <b>The Lobby Advertising Opportunity-</b> Company logo on display in the ice rink lobby and company literature in the racks at the field house and ice rink.</li> </ul>	<ul style="list-style-type: none"> <li>• \$400</li> </ul>
<ul style="list-style-type: none"> <li>• <b>The Website Advertising Opportunity-</b> Company website link on both the ice rink and field house with company literature in the racks at both locations.</li> </ul>	<ul style="list-style-type: none"> <li>• \$250</li> </ul>

- It should be noted that with all advertising opportunities company websites links will be on display at both the field house and ice rink. Since the hiring of the current Marketing/Event Coordinator in 2016 there has been to this point in FY 2019, \$38,063.00 new advertising revenue from 28 sponsors and \$118,790.00 in new rental revenue from 72 different events.

- **Bike Path Maintenance:** 3.2 miles of a multi community bike path runs through the Town of West Warwick. DPW's Highway and Park's Divisions share the maintenance responsibilities. Included in the required bike path maintenance is cutting and trimming both side of the paved path as well as cutting back the wild brush like growth with some required tree trimming. Also removing or painting over graffiti is a bike path maintenance task performed by applicable DPW staff. Conventional landscape equipment can be used to handle some of the required maintenance but to properly and efficiently maintain this bike path a Flail mower is needed. In prior years DPW would have 2 summer help employees perform the required maintenance 15 hours per week throughout the summer. The summer help was not available this year and as a result the bike path is in need of attention. Equipment and staffing limitations have prevented DPW leadership to schedule consistent maintenance some areas have been recently maintained.
- **Cemetery Maintenance:** The DPW's Highway Division has maintenance responsibility for 27 of the 69 cemeteries located in West Warwick. The required maintenance is basically cutting and trimming weeds with some limited tree removal. However, because of the staff's inability to devote time to cemetery maintenance for over a year and in some cases multiple years the initial maintenance of many of these cemeteries will be extensive requiring more than just routine cutting and trimming. The current condition of the 27 cemeteries was evaluated and noted within Table 4 along with initial and desired routine maintenance staff utilization requirements. Since being under the direction of the newly appointed DPW Director 3 cemeteries have been initially cleared. It should be noted that with all other work requirements of the DPW's Highway and Parks Divisions coupled with staffing limitations cemetery maintenance is considered by the Director to be a low priority.
- **Snow plowing:** Due to the time frame of this evaluation the snow plowing business practice could not be fully evaluated and was limited to discussions with select staff. DPW routinely puts 13 plows on the road during plowable snow events with no staffing issues. Private local contractors supplement DPW plows during several snow events. It was noted from discussions with staff that on several occasions DPW has run out of sand/salt due to prior management under ordering the required material. It is important to note that Fleet Maintenance is staffed during snow events to support snow removal

activities and be available to perform as needed maintenance to keep the equipment on the road.

- **Vehicle maintenance:** Vehicle Maintenance works out of a crowded garage area at Junior Street under a roof that leaks. All four mechanics use their own personal tools to perform preventive and corrective maintenance on approximately 152 Town vehicles, motorized equipment and trailers. The preventive/reactive maintenance break down is 50% preventive and 50% reactive. Collectively the four (4) mechanics have over \$600K worth the tools at DPW's garage.

## 5. Staff Utilization Review

This section includes approximated actual and desired staff utilization rates for specific DPW activities within the DPW's Highway and Parks Divisions using 1,680 hours/year representing one (1) annual Full Time Equivalent (FTE).

A 1,680 Hour/year FTE represents the annual amount of time that is available for employees to mobilize, demobilize, and perform the assigned tasks. This metric is derived as follows:

- A) There are 260 week days per year (5 week days x 52 weeks), or 260 potentially available work days.
- B) Municipal employees, (Factoring in Holidays, and the use of sick, vacation, and personal time), average taking off 50 days/year. Therefore, 260 potential work days minus the 50 days off per year per employee = 210 actual available work days/employee. Multiplying 210 work days/year x 8 hours/day = 1,680 annual hours or 1 FTE.

**It should be noted that current language in the union contract calls for two 20 minute paid rest periods and a 30 minute paid lunch. This will reduce the 8 hours of available work time by at least 70 minutes/employee (1.17 hours) and calculating that out over a year results in 1,680 work hours/year being reduced by 245.7 hours/year for each Highway and Parks employee. Further calculating the impact of this union language to staff utilization for the 21 employees involved results in the following:**

- C) **245.7 hours per employee/year x 21 employees = 5,159.7 Hours/year, divide this by 1,680 Hours/year (FTE) = 3.07 FTE of available work time lost annually, due to the current union language if every employee involved takes exactly 70 minutes for the allowed lunch and rest breaks. If they take longer it further reduces available work time. This will be outlined within the Findings and Recommendations section of this report.**

Due to the nature of the business practices related to the Civic Center and Fleet Maintenance it is not necessary to evaluate staff utilization within those DPW Divisions. In addition because various DPW work has been poorly documented it is very difficult to fully evaluate staff utilization for all DPW business practices. For example if pothole repair was better documented the information could be used to determine how many potholes per month require repair in addition to materials and cost data and staff utilization. All that type of information would be very useful for planning and budgeting future work. As a result approximated staff utilization for the following specific DPW practices could be determined;

- ✓ Yard Waste
- ✓ White Goods Pickup
- ✓ Parks Maintenance
- ✓ Complaint Response
- ✓ Cemetery Maintenance
- ✓ DPW Yard Operation

**Yard Waste Staff Utilization-** Yard waste is picked up weekly by a 3 person crew from the Highway Division over a 34 week period from April 1<sup>st</sup> – December 1<sup>st</sup>. Until very recently it was common practice for one crew to take on average 5 day (120 staff hours per week) to complete half the Town. Therefore, the current annual hours for this business practice will be based on the following:

$$\begin{aligned}
 & \mathbf{3 \text{ Staff/Day} \times 8 \text{ Hours/Staff} = 24 \text{ Crew Hours/Day}} \\
 & \mathbf{24 \text{ Crew Hours/Day} \times 165 \text{ Days (34 weeks} - \mathbf{5 \text{ holidays)} = 3,960 \text{ Hours/Year}} \\
 & \mathbf{3960 \text{ Hours}/1320 \text{ Hours (1 FTE /34 weeks)} = \mathbf{3.0 \text{ FTEs/year}}
 \end{aligned}$$

The established desired performance criteria for this business practice is to maintain a staff utilization rate of 96 hours/week to complete half the town resulting in the following annual desired staff utilization rate;

$$\begin{aligned}
 & \mathbf{96 \text{ Hours/Week} \times 34 \text{ Weeks} = 3,264 \text{ Hours/Year}} \\
 & \mathbf{3,264 \text{ Hours/Year}/1320 \text{ Hours (1 FTE/34 weeks)} = \mathbf{2.47 \text{ FTEs}}
 \end{aligned}$$

Recent work management and improved staffing assignments has resulted in achieving the desired performance level for the past 4 weeks.

**White Goods Pickup-** This is a practice that is well documented and as a result a review of the historic information reveals 50 white goods pickups are scheduled monthly, which calculates to 600 annually, and the average pickup rate is 10 minutes per stop. The desired performance criterion is to maintain the current pickup rate. Therefore, the current and desired annual hours and resulting FTEs will be the same and are as follows;

$$\begin{aligned}
 & \mathbf{600 \text{ Annual Pickups} \times 20 \text{ minutes per pickup} = 12,000 \text{ minutes}/60 = \mathbf{200 \text{ Hours}} \\
 & \mathbf{200 \text{ Hours}/1680 = .12 \text{ FTE}}
 \end{aligned}$$

**Complaint Response (Non Yard Waste)-** The DPW Highway Division receives on average 30 various complaints per month (360 annually), with a response time of 6 hours per complaint (2 staff x 3hours/staff). Prior to the recent changes to yard waste pickup practices DPW received up to 90 yard waste related complaints per month which have since been basically eliminated. Therefore yard waste complaints are not part of this staff utilization review. The desired performance criteria is to perform at a level that will result in zero complaints, current complaint response staff utilization is as follows;

$$\begin{aligned}
 & \mathbf{360 \text{ Annual Complaints} \times 6 \text{ Hours/Complaint} = 2160 \text{ hours/year}} \\
 & \mathbf{2160 \text{ hours}/1680 (1 FTE) = 1.28 \text{ FTEs}}
 \end{aligned}$$

**Parks Maintenance-** For 38 weeks from March 1<sup>st</sup> to December 1<sup>st</sup> the 3 dedicated Park's Division staff performs 138.5 hours of routine maintenance weekly at the 24 parks locations

listed within Table 3, They feel an addition 30 hours is needed weekly to further maintain the 24 locations. As a result the respective current and desired staff utilization is:

$$\begin{aligned} & \mathbf{138.5 \text{ Hours/Week} \times 38 \text{ weeks} = 5,283 \text{ Hours/Year}} \\ & \mathbf{5,283 \text{ Hours}/1480 \text{ (1 FTE/38 weeks)} = 3.57 \text{ FTEs}} \end{aligned}$$

The desired staff utilization based on an additional 30 hours weekly calculates to;

$$\begin{aligned} & \mathbf{168.5 \text{ Hours/Week} \times 38 \text{ weeks} = 6,403 \text{ Hours/Year}} \\ & \mathbf{6,403 \text{ Hours}/1480 \text{ (1 FTE/38 weeks)} = 4.33 \text{ FTEs}} \end{aligned}$$

**Cemetery Maintenance-** Cemetery maintenance had not been performed for over a year by DPW staff at any of the 27 cemeteries designated to be maintained by DPW. As a result, even though there has been recent activity at 6 of the cemeteries for a 12 month period there was no work performed and that is why it is reflected as zero hours within this chart. The established desired initial and routine maintenance staff utilization rates are noted below and detailed in Table 6 within the findings and recommendation section.

1. The 27 cemeteries the DPW has maintenance responsibilities for are.

**WW001, Godfrey Cemetery-** Located on Old Quaker Lane on an access road that runs north from Division Street toward Route 95 and west of Route 2 behind the Dunkin Donuts. Currently maintained and will require 2 hours of routine maintenance every other week.

**WW003 Major Peleg Arnold Lot-** Located south of the house at 45 Oriole Avenue next to the road. It has been over a year since any maintenance was performed on this cemetery and will require 32 hours to properly clean it up and prepare it for routine maintenance. Routine maintenance should be performed every other week requiring 4 hours of staff utilization.

**WW004 William Rice Lot-** Located behind house at 22 Field Avenue, down the hill at the rear of the back yard. It appears this cemetery may be maintained privately.

**WW005 Nason-Sweet Spink Lot-** Directly behind the house at 17 Campbell Street and directly behind the low income housing apartments on Esmond Street. This cemetery is in very poor shape and will require at least 32 hours to initially clean. Routine maintenance every other week with 4 hours of staff utilization'

**WW006 John Tew Lot-** Located east of the house at 101 Esmond Street. There is a pipe rail wall on the west side a stone wall on the other 3 sides and a small iron gate in the south wall. Needs initial maintenance estimated to take 24 hours and 2 hours of routine maintenance every other week.

**WW007 Old Baptist Cemetery-** This cemetery located near pole #25 on Church Street was last maintained over a year ago. It will take 40 hours to initially and 6 hours every 2 week to routinely maintain.

**WW011 Centerville Methodist Cemetery-** This cemetery located near Pole #283 on Main Street has not been maintained for over a year and will require 80 staff hours to initially clean. Once initially cleaned, 10 staff hours will be necessary for routine maintenance every other week.

**WW012 Greene Anthony Lot-** Located between the road and the river at the rear of radio station WKRI, it has not been maintained for over a year and is in very poor condition. To initially maintain will require 80 hours and 12 hours to perform routine maintenance every 2 weeks

**WW015 Anthony Rice Lot-** In Phoenix between the river and the railroad on the west side of the river. Cemetery is in need of initially maintenance that will take 24 staff hours. Follow up maintenance needs to be performed every 2 weeks requiring 2 hours to complete.

**WW016 Old Phenix Cemetery-**This cemetery is located on Gosselin Street, before the last house on the up on the embankment and is in very poor condition. Substantial work is required to initially maintain this cemetery and take up to 160 hours to restore to where it can be routinely maintained. Routine maintenance shall be performed every 2 weeks and require 8 staff hours.

**WW0022 George Baker Lot-** Small lot, located at 615 Wakefield Street next to the golf course, in very poor condition requiring 16 hours to initially clean. Routine maintenance performed every 2 weeks requiring 2 staff hours.

**WW0023 William Baker Lot-** Located 25 feet north of Wakefield Street. This is another cemetery in very poor condition needing 48 hours to initially maintain as trees need to be removed. Schedule follow-up maintenance every 2 weeks for 4 hours. A sign needs to be installed identifying this cemetery

**WW0025 Dr. John McGregor Lot-**Located on Parker Street 75 feet west of Pole #6. This lot was last cleaned well over a year ago and as a result 64 hours will be needed to initially maintain. 5 hours of routine maintenance every 2 weeks.

**WW0026 Olney Pierce Lot-** This cemetery has granite posts and iron rails and is located behind 22 Parker Street. Last maintained several years ago and will need 32 to initially clean and 2 hours to maintain every 2 weeks.

**WW0027 Captian John Waterman Lot-** Located behind a row of hedges near 57 Cedar Drive. Lot is very poor, is missing a sign and will require 48 hours to initially maintain including dealing with several trees. Follow-up maintenance every 2 week will take 5 staff hours every 2 weeks.

**WW029 Arnold Budlong-** Located behind a pool for Shady Oaks Apartments. No initial cleaning required, and 1 hour of routine maintenance every other week.

**WW030 Natick Cemetery Natick Cemetery-** Located 600 feet west of St. Joseph's church and was last maintained over a year ago. As a result it is in poor

condition requiring 48 hours for initial clean up with 8 hours of labor for routine maintenance every 2 weeks.

**WW031 Rufus Wakefield Lot-** Located on Perry Street and will require 24 hours for initial maintenance and 2 hours for follow-up maintenance every other week.

**WW032 Wightman Sweet Lot-** This lot located directly to the left of the Shopping Center on Quaker Lane no initial maintenance required and 1 hour of follow up maintenance every other week.

**WW033 Snell-Atwood Lot-** At the base of the hill near cemetery WW025. The lot has was last maintained over 3 years ago, as a result it is in very poor condition requiring 48 hours to initially maintain. Routine maintenance after initial cleaning will require 2 staf hours every other week.

**WW034 Clapp Greene Lot-** Located south of the last house on the east side of Ashton Street near house 24. Local residents noted this lot was last cleared several years age and is in poor condition. 48 hours will be needed to initially clear and 4 hours of staff time every other week to routinely maintain.

**WW035 William Arnold Lot-** Directly east of Elms Apartments parking lot approximately 40 feet up the hill on Cowesett Road. There is no sign present and the lot is in fairly good shape only requiring about 10 hours for initial maintenance and 4 hours for routine maintenance every 2 weeks.

**WW037 General Reuben Whitman Lot-** Located about 400 feet north of Wakefield Street, but it can be more easily reached by heading east from the cul de sac at the end of Kathleen Court 300 feet to the Cemetery. This was difficult to locate and is in poor condition. Due to the size it will only take 24 hours to initially maintain and 2 hours to perform any required routine maintenance every other week.

**WW043 Gideon Arnold Lot-** Directly behind 171 Colt Avenue. Very small lot in poor condition with significant tree removal required. Initial maintenance will take 24 hours and rotine maintenance 2 hours every 2 weeks.

**WW044Brayton –Steadman Lot-** Located behind 108 Narraganset Avenue.This is no longer identifiable may have to be surveyed of staked out

**WW046 Thomas Tiffany Lot-** Located about 100 feet behind 42 Kimberly Lane. Very neglected lot requiring 32 hours to initially maintain and 2 hours to routinely maintain every 2 weeks.

**WW047 Lory Chace Lot-** Walls around this cemetery on Louise Drive. No longer identified.

**Table 4  
Cemetery Initial and Desired Maintenance Staff Utilization**

<b>Cemetery ID</b>	<b>Size in sq. ft/# Graves</b>	<b>Current Status</b>	<b>Staff hours to Initially Maintain</b>	<b>Desired Performance Criteria</b>	<b>Desired annual staff utilization based on 19 visits</b>	<b>Staff hrs. / FTE's to Maintain @ Desired Performance</b>
WW001	7500 sq. ft 70 Graves	Maintained	0	2 Hours every 2 weeks	38	0.02
WW003	3025 sq. ft 45 Graves	Very Poor	32	4 Hours every 2 weeks	76	0.05
WW004	4200 sq. ft 44 Graves	Appears to be privately maintained	0	NA Privately maintained	0.0	0.00
WW005	1400 sq. ft 20 Graves	Poor	32	4 Hours every 2 weeks	76	0.05
WW006	1800 sq. ft 20 Graves	Poor	24	2 Hours every 2 weeks	38	0.02
WW007	10,800sf 35 Graves	cleaned 1 yr ago	40	6 Hours every 2 weeks	114	0.07
WW011	43,750sf 800 Graves	cleaned 2 yr ago	80	10 Hours every 2 weeks	190	0.11
WW012	19,200sf 200 Graves	cleaned 1 yr ago	80	12 Hours every 2 weeks	228	0.14
WW015	7,000 sq. ft 42 Graves	fair	24	2 Hours every 2 weeks	38	0.02
WW016	7,500 sq. ft 55 Graves	cleaned 1 yr ago	160	8 Hours every 2 weeks	152	0.09
WW022	900 sq. ft 15 Graves	Very Poor	16	2 Hours every 2 weeks	38	0.02
WW023	1,050 sq.ft 25 Graves	Very Poor	48	4 hours every 2 weeks	76	0.05
WW025	5,250 sq. ft	cleaned 1 yr ago	64	5 hours every 2 weeks	95	0.06
WW026	3,300 sq. ft 10 Graves	Poor	32	2 hours every 2 weeks	38	0.00
WW027	2025 sq. ft 26 Graves	Very Poor	48	5 Hour every 2 weeks	95	0.06
WW029	2,100 sq.ft 25 Graves	good	0	1 Hour every 2 weeks	19	0.01
WW030	52,500 sf 152 Graves	cleaned 1 yr ago	48	5 Hours every 2 weeks	152	0.09
WW031	6,750 sq. ft 20 Graves	Fair	21	2 Hours every 2 weeks	0	0.00
WW032	5,625 Sq Ft	Good	0	1 Hour every 2 weeks	19	0.01
WW033	7,650 sq. ft 50 Graves	Cleaned 3 yrs ago	48	2 hours every 2 weeks	38	0.02

WW034	3,575 Sq FT 32 Graves	Poor	48	4 Hours every 2 weeks	76	0.05
WW035	2,700 sq. ft 39 Graves	Fair	10	4 Hours every 2 weeks	76	0.05
WW037	2,250 sq. ft 13 Graves	Poor	24	2 Hours every 2 weeks	38	0.02
WW043	20 x 30	Very / Very Poor	32	2 Hours every 2 weeks	38	0.02
WW044	1,600 26 Graves	Can't be identified	N/A	NA	N/A	0.00
WW046	5,400 sq. ft 21 Graves	Poor	32	2 Hours every 2 weeks	38	0.02
WW047	1,350 Sq. ft 8 Graves	Can't be Identified	NA	NA	0	0.00
<b>Total Labor Hrs :</b>			<b>794 Hours</b>		<b>1,216 Hours</b>	<b>0.73 FTE</b>

The information used to generate the above table came from two primary sources;

A, From the Town's Planner through the research of available related Rhode Island Historical Cemetery Commission information.

B, Site visits to each of the 27 specified cemeteries by CWL O&M staff.

As a result it is estimated that the total staff utilization requirement to initially maintain and perform routine follow up maintenance at the established desired performance level will be 2010 Hours or 1.2 Full Time Equivalents ( FTEs). The breakdown of the estimated staff utilization hours is as follows:

Initial Maintenance-	794 Hours or $794/1680 = .47$ FTE
Routine Maintenance-	1216 Hours or $1216/1680 = .73$ FTE
<b>Totals</b>	<b>2010 Hours or <math>2010/1680 = 1.2</math> FTEs</b>

**DPW Yard Operation-** The public service provided by the operation of the DPW yard reflects well on the DPW and will remain consistent. The recent changes to keep the yard open during all breaks has improved a well run operation. The current and desired staff utilizations are based on a laborer being dedicated to the yard operation for 8 hours per day for 247 days which includes 52 weeks minus 13 holidays as calculated below;

**8 Hours/Day x 247 Days = 1,976 Hours per year**  
**1,976 Hours/1680 (1 FTE) = 1.18 FTEs**

**Table 5**  
**Summary of Current and Desired DPW Highway and Parks Staff Utilization Levels**

Activity	Current Annual Hours	Current FTEs	Desired Staff Utilization Hours	Desired FTEs
<b>Yard Waste</b>	<b>3,960</b>	<b>3.00</b>	<b>3,264</b>	<b>2.47</b>
<b>White Goods Pickup</b>	<b>200</b>	<b>0.12</b>	<b>200</b>	<b>0.12</b>
<b>Complaint response</b>	<b>2160</b>	<b>1.28</b>	<b>0</b>	<b>0</b>
<b>Park's Maintenance</b>	<b>5,283</b>	<b>3.57</b>	<b>6,403</b>	<b>4.33</b>
<b>Cemetery Maintenance Initial</b>	<b>0</b>	<b>0</b>	<b>794</b>	<b>0.47</b>
<b>Cemetery Maintenance Follow-up Routine</b>	<b>0</b>	<b>0</b>	<b>1,216</b>	<b>0.73</b>
<b>DPW Yard Operation</b>	<b>1,976</b>	<b>1.18</b>	<b>1,976</b>	<b>1.18</b>
<b>Totals</b>	<b>13,579</b>	<b>9.15</b>	<b>13,853</b>	<b>9.30</b>

There is currently 21 union FTEs in the Highway and Park's Divisions, subtracting the 3.07 FTEs of available work time lost due to the 70 minutes per day for union specified breaks leaves 17.93 available FTEs. However, currently on average, 15 DPW Highway staff returns to the Junior Street facility for the morning break and lunch, with 1.25 hours (75 minutes) per day, factored in for demobilization, mobilization and travel associated with the **practice of returning to the Junior Street facility, further reduces the available work time by an additional 2.73 FTEs annually as calculated below**

**15 employees x 1.25 hour x 5 days = 93.75 lost work hours per week.**

**Calculated out over a year; 49 weeks x 93.75 hours/weeks =**

**4,593.75 hours/1,680 = 2.73 FTEs/year**

As a result the total annual lost work time due to union language and current break practices is **3.07 FTEs + 2.73 FTEs = 5.80 FTEs**. Based on 21 available FTEs - 5.80 FTEs (Union Language + Breaks) -9.30 FTEs (For the Activities listed in Table 5) =5.90 FTEs to perform all other DPW activities not listed within table 5. during March 1 - December 1

## **6. Key Findings and Recommendations**

The primary objective of this project is to recommend and implement organizational and business practice changes to improve efficiency, staff utilization, public service, and the public's view of the Town's Department of Public Works (DPW.)

All management, union, and non-union staff were interviewed to discuss their roles related to current DPW business practices, soliciting input as to where they feel improvements are needed. In addition, the individual job descriptions were reviewed for accuracy. The staff in general was very willing to cooperate, responded with good consistent information and useful ideas. In addition, based on field observations and many follow up discussions with management, union and non-union staff there are many business practice and organizational issues leading to the following findings and recommendations.

1. Public Works Departments usually have a mission statement that clearly defines department goals that helps applicable staff understand their roles to support achieving the department's goals. It appears West Warwick's DPW has not identified its mission statement.

**Recommendation:** West Warwick’s DPW should consider the following for its mission statement:

**“West Warwick’s Public Works Department is committed to providing a high quality and level of public services to the residents of our community. Our personnel are committed to anticipating and identifying problems and needs within our community and the development and implementation of creative and innovative solutions.”**

2. Prior DPW management through a lack of executing best management practices has created a culture that provided poor staff direction, resulted in a disorganized Department of Public Works leading to very poor staff utilization. The fact there are no written Standard Operating Procedures (SOPs), with the exception of the Civic Center, for any business or safety practices confirms poor staff direction and a lack of best management practices.

**Recommendation:** Develop specific business and safety practices Standard Operating Procedures (SOPs) focusing on efficiently directing staff, enhanced worker safety and optimizing staff utilization, followed by well defined and developed related training programs.

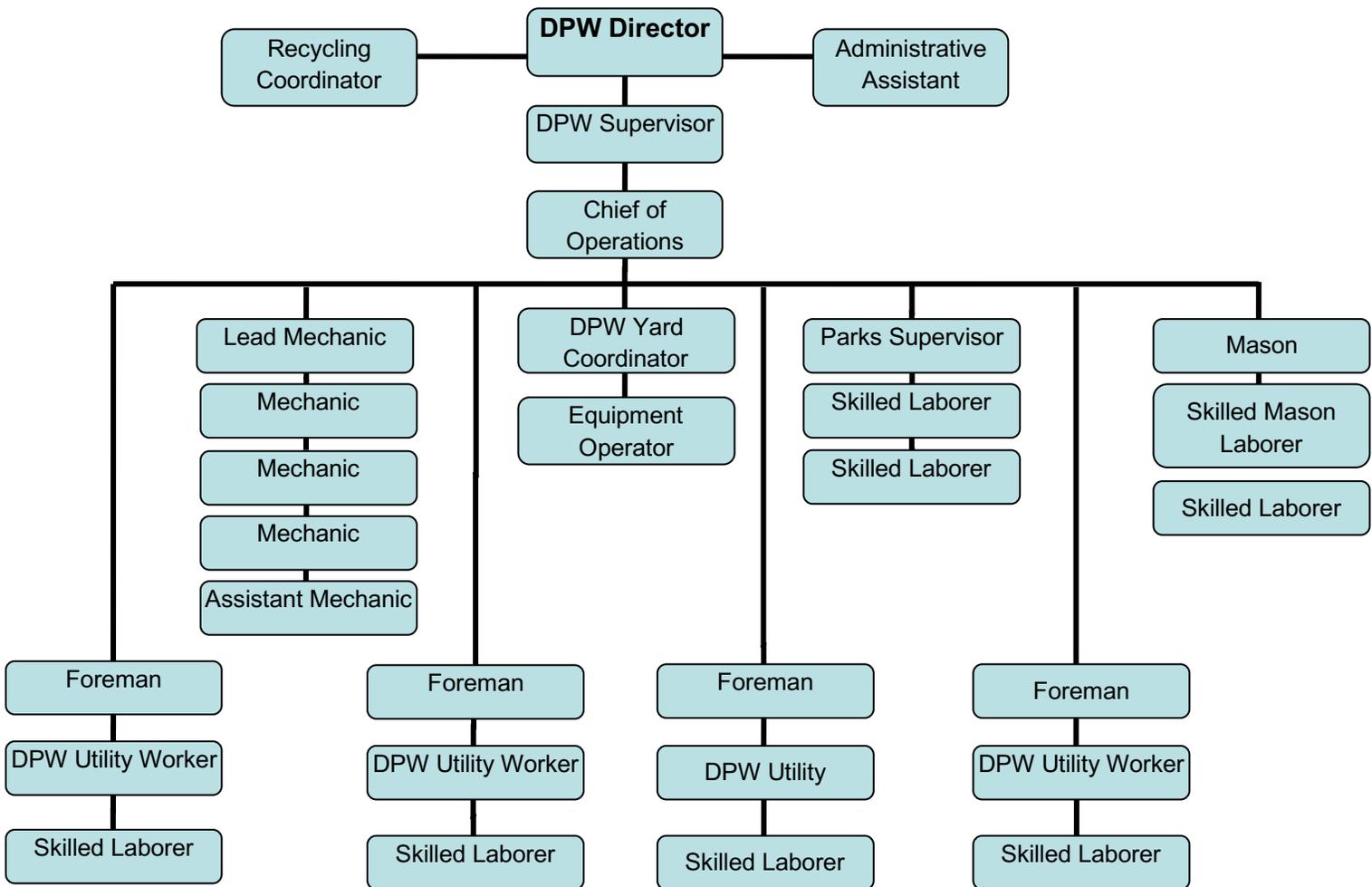
3. The Union Contract currently in effect is poorly written, promotes a dysfunctional organizational structure, restricts proper management practices, does not promote or support the development of a specialized work force and prevents newly hired employees from advancing their careers. One of the many problems with the current union contract is related to the probationary period. On page 18 under Article 23.1 the union contract states; **“All employees of the Town of West Warwick shall remain probationary employees for the first six (6) months of service.”** On page 25 under Article 28.1 the union contract states; **“The employer shall have the unquestioned right to discharge any new employee during said employee’s probationary period of ninety (90) days”**. The main issue is the union requirement of hiring and filling vacant positions based on seniority, even if the most senior person is not the most qualified person for the job. This is just one of many contract language issues that need to be addressed.

**Recommendation:** The Union Contract needs to be changed for the following key reasons;

- To support sound management practices related to all DPW employee and business practice matters.
  - To help in the development of a well structured organization.
  - The promotion of staff development and the efficient execution of DPW business practices.
  - To ensure that all the union jobs descriptions are well developed and accurately define the roles of all union employees.
  - Eliminate confusion on very important issues such as the probationary period.
4. The existing DPW organization chart noted earlier within this report **Figure 1** represents a disorganized and dysfunctional organizational structure. There is no work crew structure, no defined or accurate chain of command, numerous positions are missing and a key component of the DPW as it now exists, the Civic Center is not included

# Department of Public Works Proposed Organizational Chart

Figure 2



**The main work crew structure defined by this proposed reorganization would be made up of a Working Foreman, DPW Utility Worker and a Skilled Laborer. This proposed work crew can be assigned a variety of tasks including but not limited to yard waste, cemetery maintenance, Bike path maintenance, hot patch work etc. In addition it will improve management’s operational flexibility to schedule work as if necessary 2 person crews made up of a combination of General Foreman, DPW Utility Workers and Skilled Laborers could be assigned various DPW related tasks as well**

**Recommendation:** The DPW needs to be reorganized defining a clear organizational structure to achieve department goals defined in the proposed mission statement and assign staff to efficiently perform the required tasks. Figure 2 represents a recommended reorganized DPW that will accomplish both. It should be noted that the Civic Center is not included as it will be addressed separately within this report.

This proposed reorganization identifies 31 positions, which represents no change from existing staffing levels. It is important to note that to implement this proposed reorganization requires the creation of 7 new positions and bring back 1 existing position. Filling these newly proposed positions will certainly involve union participation and can be done by amending positions already filed and/or posting them as new positions. Job descriptions for the newly proposed positions are attached. Recommended changes to existing positions are as follows;

**Secretary:** Amend this position to an **Administrative Assistant** (attachment A) with the person remaining in it. The Secretary is performing a variety of key administrative functions included but not limited to; tracking spending and work orders, coordinating and tracking services such as bulk and white goods pickup. Receives and coordinates responses to public complaints. A case could be made to amend this to a union position because of the potential to be involved in sensitive employee issues.

**Assistant Director, DPW:** Amend this position with the person in it to **DPW supervisor** (attachment B) to provide more of a supervisory role with some management particularly on DPW construction related field tasks. Serve as primary contact with contracted outside vendors. Keep this a management position

**Foreman:** Amend this position to **Chief of Operations** (attachment C) with the person in it. The current role of this Foreman position is actually performing as a Chief of Operations rather than a conventional Working Foreman. The Chief of Operations will be coordinating and overseeing all crews performing a variety of DPW activities. Will be the primary person to evaluate and coordinate responses to various complaints. This can remain as a union position or be changed to management

**Driver:** Amend this position to a **DPW Utility Worker** (attachment D) which will provide more usage flexibility for the assignment and execution of various DPW tasks. The 6 employees in the Driver position should remain in the amended position The current Driver position does not accurately define what is needed and can be viewed as being somewhat limited under the current union contract. This position remains in the union.

**Laborer & Laborer/Maintenance:** Amend both of these positions to **Skilled Laborer** (attachment E) as this will better define the laborer type roll with applicable skill requirements. Combining these positions will not limit how Skilled Laborers can be used. An important change incorporated in the amended job description is an entry level candidate does not need a CDL, but will be required to get a CDL within 1 year. This opens this position up to more candidates. This position remains a union position.

**New Position (Working Foreman)** (attachment F): This is a new position with the primary purpose of being the lead person on a DPW crew with the duties listed within the attached position. The propose reorganization recommends 4 Foreman positions that will have to be posted and it is likely that the 4 most senior DPW Utility Workers would get them providing this proposed reorganization is approved and implemented. This would be a union position.

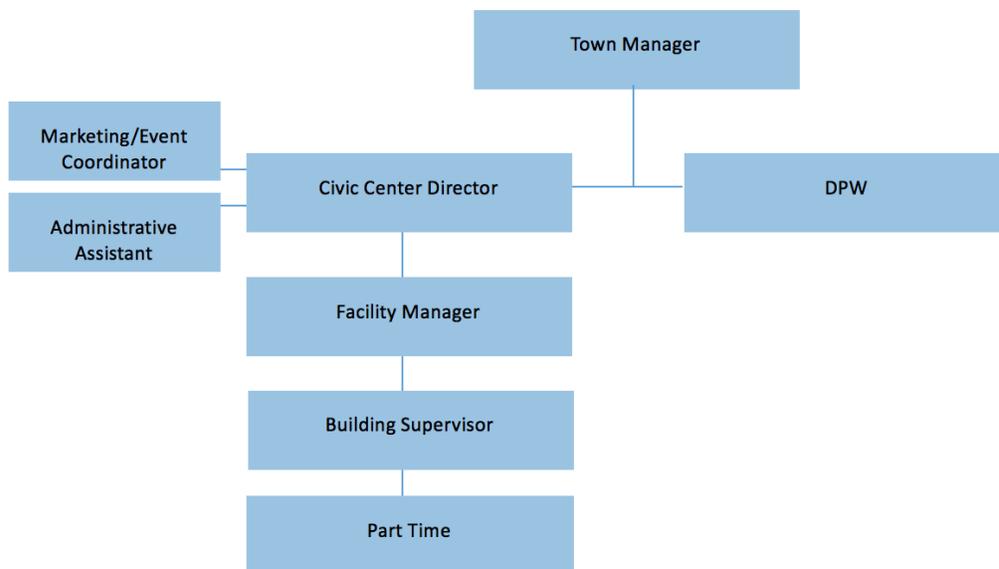
The Fleet Maintenance Division has requested the old **Assistant Mechanic** position be posted and fill and it recommended that it be posted and filled. The Mechanics are constantly busy performing routine and reactive maintenance on many of the 200 city vehicles so stopping to get parts, move vehicles change tires etc, would be tasks this

position will handle to free up the mechanics. This is a union position and the job description is on file.

5. On paper the Civic Center appears to be part of the DPW reporting to the DPW Director with management provided by the Assistant Director with a connection to Parks. That may have been the case years ago before the Civic Center was privatized but it is not the case today as there is no linkage to DPW with very little linkage with Parks. Currently the management and decision making related to the Civic Center is being handled by the Marketing/Event Coordinator

**Recommendation:** The Civic Center is to be run like a business and needs to be a standalone entity reporting directly to the Town Manager and structured as outlined in **Figure 3**

**Figure 3**  
**Civic Center**  
**Proposed Organizational Chart**



To meet the expectation of Town leadership which is to efficiently manage, operate and maintain the Civic Center to continually generate positive revenue. To consistently meet those expectations all positions dedicated to the Civic Center should be management or non –union and the recommended positions are;

- **Civic Center Director-** Executive experience directs all Civic Center activities, meets with community leaders and business owners, applies for applicable grants and attends Council meetings
- **Marketing/Event Coordinator-** Business development experience, excellent communication, organizational and computer skills

- **Facilities Manager**-Responsible for the operation and maintenance of Civic Center operational systems the Zamboni and the buildings, must be skilled in the trades.
- **Building Supervisor**- Mechanically inclined, operate the Zamboni perform repairs as needed.
- **Administrative Assistant**- Provide executive level administrative support to the Civic Center Director.
- **Part-time**- Support events ant programs and work the concession stand.

These positions would all require management or specialized skills that would and should not be subjected to hiring language in the union contract. If any union employee has the requirements necessary to be considered for any of the proposed Civic Center they certainly apply and if selected would have to leave the union.

6. The current practice is for half the Town put out yard waste curbside on Mondays only. Historically, for a variety of reasons staff has been unable to complete yard waste pickup in 1 day. More often than not yard waste has remained curbside for up to 5 days generating many complaints. Even with the recent changes yard waste still cannot be picked up in 1 day.

**Recommendation:**

Restructure the pickup routes so yard waste is put out daily as it is very probable that with this change one crew could complete the daily route resulting in no yard waste not being collected as scheduled leading to fewer public complaints related to yard waste.

7. Until recently a majority of DPW work was poorly documented making it very difficult to determine staff utilization needs and material costs for activities such as pothole repairs, drain repairs and responses to all types of complaints. Properly documenting work is extremely important for future budgeting and planning purposes and to determine the root cause of reoccurring problems. A work order system has been implemented to manually document and file work performed for all DPW activities. There are many Computerized Maintenance Management System (CMMS) products available to be used for work documentation leading to asset management. A formal CMMS can be used to develop detailed work orders, track wrench time, overtime, material costs and help manage inventory electronically.

**Recommendation:** The current work order system should continued to be implemented with two (2) additions to the current Work Order, time to complete the assigned task and any associated costs. This will help with future budgeting and work planning. In addition the Town should consider purchasing a CMMS. This would establish a more formal work order system leading to an asset management program. They're user friendly CMMS software products that are worth looking into to formally manage and track all DPW activities.

8. Currently many DPW Highway staff returns to the Junior Street for the morning break and lunch. The way they handle their afternoon break is the employees put it at the end of the work day returning to the yard around 2:30. This practice has a significant negative impact

on staff utilization. Being conservative and assuming 15 staff are returning for breaks and lunch daily with 1.25 hour factored in for mobilization, demobilization and travel reduce staff utilization as follows;

**15 employees x 1.25 hour x 5 days = 93.75 lost work hours per week.**

**Calculated out over a year; 49 weeks x 93.75 hours/weeks =**

**4,593.75 hours/1,680 = 2.73 FTEs/year**

**Recommendation:** Require work crews remain in the field for their breaks and lunch in an effort to enhance staff utilization and improve productivity.

9. There is an understanding that the DPW has maintenance responsibilities for 27 historic cemeteries located in West Warwick. How this understanding to maintain these cemeteries was developed is not really clear to Town management and many of the 27 cemeteries were last maintained several years ago

**Recommendation:** The initial maintenance of these cemeteries can be performed anytime throughout the year excluding rain, extreme cold and snow covering. The short term solution is to bring the 2 Park's, Laborer/Maintenance staff back to Highway early and have them work on Cemetery initial maintenance. The required maintenance should be prioritized based on the Cemetery size and public visibility.

10. Fleet Maintenance performs at a very high level to keep the Town's numerous vehicles and equipment operating efficiently and safely, while working under very adverse conditions. The garage that houses the Fleet Maintenance Division is routinely very crowded and the crowding gets worse during the winter months. Also the roof leaks very badly.

**Recommendation:** The long term recommendation is to move Fleet Maintenance to a bigger, structurally sound user friendly garage. The short term solution is fix the garage and make the repair a top priority.

11. The 4 mechanics of the DPW's Fleet Maintenance Division utilize their own tools to perform preventive and corrective maintenance on the Town's vehicles and equipment.. The Town does have some specialized tools, but collectively the 4 mechanics have over \$600K worth the tools stored at the Junior Street facility. The respective job descriptions do not have a requirement that the mechanics must use their own tools.

**Recommendation:** The Junior Street facility shall be properly secured and alarmed to insure the protection of the over \$600k of personal tools. If in fact the Town does require the mechanics to use personal tools to do their job the applicable job descriptions should be changed accordingly. In addition the Town should look into what type of liability they are open to requiring employees to use their personal tools to do their job.

12. The FY 2019 States, "This Budget reflects all costs associated with the Town's Public Services Department. The primary responsibility of this department is to maintain the Town's 98 miles of streets and road, provide trash collections services to the Town's residents and also to provide for the maintenance and upkeep of the Town's fleet. The staffing for this department is; 1 Director, 1 Assistant Director (shared with Parks and Civic Center), 1 Secretary, 1 Foreman, 6 Drivers, 11 Laborers, 1 Mason, 1 Equipment Operator, 1 Lead Mechanic, and **4 Mechanics**". Currently there are only 3 Mechanics, plus a Lead Mechanic in the Fleet Maintenance Division. A review of the FY 2019 Budget did reveal funds are included for a forth Mechanics positions. During several discussions with the Lead Mechanic

he justified the need for an Assistant Mechanic when informed that an Assistant Mechanic's job description did exist.

**Recommendation:** Based on the need coupled with the available funding the recommendation is to post and fill an Assistant Mechanic's position.

13. The Civic Center's Marketing/Event Coordinator is a Town non-union employee and has a compensation package that includes a structured salary plus a verbal agreement to receive a 20% commission for all new advertising for the first year only and new rental income for the duration of the applicable rental agreements. There is nothing in writing detailing said agreement and it is unclear as to what budgetary line item will be used for commission compensation. Compensating a municipal employee based on a verbal agreement is extremely unusual.

**Recommendation:** Eliminate the commission component of the Marketing/Event Coordinator salary and make this strictly a salaried position.

14. Inventory management and control is basically nonexistent. There is no list of any materials, tools, supplies and equipment in inventory. Materials, supplies and various tools are often purchased at Home Depot using a Town credit card. Several employees can use the card with no procedures in place requiring preapproval for what needed to be purchased. Once purchases were made there was no reconciliation procedure to verify what was purchased.

**Recommendation:** Inventory all materials, supplies, equipment and tools on hand at the Junior Street facility generating an inventory list and establishing a procedure to document when items are taken out of inventory detailing the intended use. Also immediately develop a procedure for using the Town's credit card for purchases that includes providing a list of what will be purchased and submitting it to the Director or his designee for pre-approval. The items purchased are to be reconciled to the receipt by a designated manager or supervisor. **Portions of this recommendation has been addressed by the current DPW Director, the Inventory of materials supplies and equipment and tools has recently been completed.**

15. There are no available plans of the Town's drainage system which will be supportive of drainage maintenance projects and helpful to evaluate flooding issues tied to the drainage system. It appears the drainage plans are in a GIS format that resides within the Town Manager's computer cannot be accessed.

**Recommendation:** Meet with the Town Planner to move forward with GIS to get the necessary plans. Every effort should be made to retrieve the GIS data and have it maintained by the Town Planner and shared with the Public Works Department.

16. Overtime overall needs to be better documented as to the reason the overtime was worked. Also overtime is not always preapproved. The overtime within the Park's Division has been approximately \$60K per year over the past 3 fiscal years; a majority was worked by 2 of the 3 dedicated employees. The overtime was primarily related to excessive maintenance requirements at 24 parks locations during the recreational season, snow plowing, public assistance during weekend and night games, turning on lights (The lights shut of automatically), and assisting with yard waste. The overtime is poorly documented so it is very difficult to determine how much of the overtime is spent on various tasks other than the excessive maintenance based on three (3) dedicated staff. Also the overtime within Parks is not preapproved by upper management.

**Recommendation:** There are several steps that can be implemented to both reduce overtime and improve public service. The staff utilization evaluation revealed there is

sufficient staffing to move people around as needed. Assigning another Laborer to the Parks Division from 7:00 am to 3:00 Tuesday – Saturday will significantly reduce overtime without adding another position. This will eliminate the 15.8 hours per week of additional maintenance needs and allow for additional desired maintenance to be performed on regular time. In addition all lights at parks used during nighttime hours should be on timers to be turned on and off. All overtime should require preapproval and be properly documented detailing why the overtime was worked.

17. The Parks Supervisor is the only member of dedicated park staff to continue to work out of the Riverpoint field house year round. It would be beneficial to address DPW staffing limitations that may occur from December to March, to have the Parks Supervisor report to Junior Street with the other Park's staff as there is minimal work needed at the locations listed within **Table 2**.

**Recommendation:** Reassign the Parks Supervisor to Junior Street from December 1st- March 1<sup>st</sup> to possibly work on Bike Path and Cemetery maintenance

18. Article 37.3 of the union contract states; **All employees who were hired prior to July 1, 2006 and who hold the position of driver currently or in the future in the Public Works Department will have the option whether to receive an additional \$.50 per hour to assist the laborers in the day to day operations of the job as needed.** Article 37.4 of the union contract states; **“Drivers will not be made to labor in any other circumstance other than to help their Laborers and they will not be forced to labor or replace a Laborer”**. It should be expressly noted that the union approved job description for the position of Driver has a specific listed Duty: **Assist in other DPS jobs or related work as required or assigned**

**Recommendation:** Based on the union approved there is no option. Drivers will be made to assist Laborers on all DPW jobs and will be required as needed and assigned to perform all DPW related work. The salary of those drivers who opted not to receive the additional \$.50 per hour should have their salary rate adjusted by an additional \$.50 per hour so all have a consistent pay rate. It should be a top priority to remove this language from the union contract during upcoming negotiations.

19. The Parks budget for Supplies and Expenses was increased from \$80,000 to \$95,000 during FY 2017 to fund Citizens appreciation day which was a onetime increase. However, this line item has remained at \$95,000 even though the spending related to this line item had been less than \$80,000 during FY 2016 & FY 2018

**Recommendation:** Look at spending related to Supplies and Expenses and consider using some of these budgeted funds to possibly lease or lease to purchase a Flail Mower to establish a consistent maintenance during the recreational season for the Bike Path.

20. Complaints from Town Councilors are often called into different DPW staff and have been poorly documented. Many times the response to Councilor complaints result in pulling a work crew off an assigned task, negatively impacting staff utilization and productivity.

**Recommendation:** Require that all Council repate4d complaints go only to the DPW Director. The Director will evaluate the complaint, prioritize and schedule the required corrective action which is to be properly documented via a work order. Kent County Water will not allow West Warwick staff to use any hydrants to fill up the street sweeper. As a result the street sweeping crew has to return to the Junior Street facility several times per day which negatively impacts staff utilization and productivity

**Recommendation:** Meet with Kent County Water and attempted to negotiate the use of designated hydrants throughout the town to fill up the street sweeper. It would be beneficial to have several designated hydrants in each ward.

21. There have been occasions during the winter months that the DPW has run out sand/salt to treat roads during snow and icing events. Space is limited at the Junior Street site and there is no covered area. In addition information was reviewed that indicated 18 location incurred plow related damage during FY 2018 with only three (3) locations were documented as being repaired.

**Recommendation:** Immediately implement ordering and reordering procedures for winter mix prior to snow and icing events. Because of space limitation and no covered area DPW may want to consider storing needed sand/salt mix in the large covered area a West Warwick's treatment facility on Pontiac Avenue. The area once used for compost storage is no longer used for any treatment plant operations. Also follow up on the damaged locations and repair the locations if necessary and inform staff of the damaged location to prevent future damage.

22. After the separation of 788 Sports from its lease agreement during mid 2015 it appears the Civic Center was in need of major work which the Town was responsible for. The primary needs were the upgrade of the sprinkler system and the repair of the Field House roof. Funding for the sprinkler system upgrades (\$400K) was approved via council resolution 2012-143 and the work was performed and completed during FY 2017 for approximately \$250K. The repair of the Field House roof went out to bid in September of 2014 with Colony Roofing the low bidder at \$768,000. It appears the Field house roof may have also been repaired during FY 2017 but it is unclear if Colony performed the repair or the repair was part of the \$800K solar panel installation. It is also unclear as to what other work was performed and what additional work is needed at both the Ice Rink and Field House.

**Recommendation:** Prepare a report detailing the sprinkler system and the roof repair and sprinkler system upgrades. Also have the Ice Rink and Field House professionally inspected to fully evaluate all operational systems and the structural integrity of both facilities identifying all additional work to both buildings and operational systems.

23. Fleet maintenance is responsible for the preventive and corrective maintenance of the towns 152 vehicles, motorized equipment and trailers. Within the DPW there are 47 total vehicles, motorize equipment and trailers. Many of the vehicles assigned to DPW as outlined within Table 6 below are 12 years old or older with mileage in excess of 100K. Many of these vehicles are used for a variety of DPW activities including but not limited to snow plowing, yard waste pick up, bulk pick up and hot patch work, and there is no structured replacement procedure or plan in place

**Recommendation:** DPW needs to develop a prioritized vehicle replacement plan and justify the replacement of 2-4 vehicles per year. The following 4 vehicles need to be at the top of the list in this order; **2006 GMC Hook Lift plate 4949, 1997 GMC Dump Truck plate 186, 1997 GMC plate 4686, 1997 GMC C850 plate 973.**

**Table 6  
DPW Vehicle and Equipment Summary**

<b>Vehicle Description</b>	<b>Plate #</b>	<b>Mileage/hours</b>	<b>Comments</b>
1900 ¾ Ton Trailer	2452	NA	Carrying the compressor and other equipment
1900 Toyota Fork Lift	NA	NA	Shop use
1971 Allis Chalmers Fork lift	NA	NA	Shop use
1991 Chevrolet PK (Blue)	NA	48K	Road service vehicle
1997 Ford F150 (Blue) #52	710	147K	At the Civic Center
1997 Ford F45 CB #26	NA	112K	Bucket truck former verizon truck
1998 Volvo Packer #14	313	122K	Yard waste
2002 Anderson Trailer	5274	NA	Various equipment hauling
202 GMC TC7 #11	960	44K	Plowing and sanding
2005 Crown Victoria	504	131K	At Town Hall
2006 Ford Econoline E450	5574	291K	Ride bus Town use
2006 Dodge PC	256	125K	Electric Inspector's vehicle
2006 Ford Explorer	NA	99K	Foreman's vehicles
2007 Sterling Garbage Truck	4298	71K	Yard waste and bulk pickup
2011 Ford F350 #8	NA	139K	Mason's truck
2012 Ford F450 Chas Cab	386	49K	Plowing, sanding general duty
2012 Ford F450 Chas Cab	389	48K	Plowing, sanding, general use
2014 HMT Trailer Silver	NA	NA	Repurpose to a roto router vehicle.
2016 John Deere	NA	NA	Backhoe
2016 Chevrolet Equinox	NA	13K	Director's vehicle
2016 Ford F450	5578	18K	Parks, plows Civic Center, Town Hall
2016 Ford F450	5579	18K	Plowing, sanding, general use
2016 Ford F450	5560	18K	Plowing, sanding, general use
2016 JP Carlton Trailer	6820	NA	Chipper
1988 Chevrolet FM#5	4947	NA	Off Road
2001 Chevrolet Blazer FM#1	4257	178K	Parts runner
1973 Cat Pay loader P#02	1218	NA	Surplused
1983 John Deere Tractor #01	3162	NA	Brush mower
1986 Chevrolet CP6 Van	295		Yard Truck not on the road
1986 John Deere Backhoe	3396		Spare backhoe
1996 Pelican	5320	NA	Off road
<b>1997 GMC #3</b>	4686	52K	Plowing. sanding very rotted
<b>1997GMC Dump Truck #2</b>	186	57K	Plowing. sanding very rotted
2000 Elgin Pelican	1431		Parts

2001 Elgin Sweeper	5148		Backup Sweeper
2002 Anderson Util. Trailer	5342		Parks for hauling
2002 Volvo Payloader	4939		Construction use
2004 GMC Dump Truck	5319	55K	Plowing and sanding, general use
2004 GMC Dump Truck	5327	70K	Plowing and sanding, general use
2006 C86 Dump Truck	954	40K	Plowing and sanding., general use
2005 GMC Dump Truck	4830	52K	Plowing and sanding. general use
2005 GMC Envoy Silver	753	71K	Assistant Directors vehicle
<b>2006 GMC Hook Lift #1</b>	4949	85K	Pick up dumpsters, plowing and sanding
1998 Volvo Packer	323	NA	Off the road
2000 Garbage truck	909	119K	Yard waste
2001 Sterling Sil Pac	649	94K	Yard waste bulk pickup
<b>1997 GMC C850 #4</b>	973	58K	Plowing, sanding

## 7.0 Summary

Very early into this project it was apparent the many years of prior management not executing Best Management Practices has created a culture leading to poor staff utilization, poor work documentation, a dysfunctional organization structure, and limited staff direction. Also there is some history of management not supporting the work force which has impacted staff morale. Productivity has suffered as a result and the staff when properly supported and directed performs very well and services the Town well.

The current union contract also has a significant impact on staff utilization and productivity as it restricts management rights and prevents the development of a structured work force that will allow the best candidate to perform specific job responsibilities. In addition the current union job descriptions do not accurately define the roles of the DPW's union employees.

Employee Compensation is a major issue that needs to be addressed possibly through reclassifying jobs if the proposed reorganizations are implemented. In addition, fixing the garage roof and upgrading vehicles will improve both moral and productivity. Staff utilization assessments reveal more full time equivalents are needed March 1 - Dec 1. The business practices for which staff utilization rates were evaluated indicated that addition staff may not be needed to fulfill all DPW's current responsibilities. Recommendations within this report leading to revising the union contract (Including increased compensation), improving job descriptions, better work documentation, and Department reorganizations, improving staff utilization and improving work conditions should be handled as top priorities.

The newly appointed DPW Director has implemented several changes supporting recommendations within this report that has improved staff utilization and productivity. In addition, the Director is very supportive of the DPW staff and has an open door policy and has communicated individually with all staff members.

# Attachment A

## TOWN OF WEST WARWICK Proposed Job Description

**This proposed Job Description is being recommended to replace both the Secretary Job Descriptions**

**Job Title:** Administrative Assistant  
**Department:** DPW Highway Division  
**Reports to:** DPW Director or Director Civic Center

**Revised:** October 13, 2018  
**Pay Grade:** TBD

**Primary Purpose of the Position:** To provide the DPW Director or Director Civic with executive level administrative support related to all DPW related human resources issues and business practices.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Establishes and maintains an accounting system for all DPW/Civic Center generated revenue and expenditures.
- Assists the Director with the development of the department's annual operating and capital budgets.
- Monitors the DPW's/Civic Center's staff use of accrued time.
- Assists the Director with all DPW/Civic Center related human resource matters.
- Track and electronically monitor all DPW/Civic Center purchasing.
- Maintains communication and good working relationships with other Town Departments, the City Council and applicable state agencies.
- Assist the Director with preparing for Town Council meetings.
- Communicates with the public efficiently documenting and directing complaints as well as coordinating the public's requests for DPW services.
- Establish a system to electronically manage DPW/Civic Center work orders.
- Prepare sensitive and confidential documents for the Director as needed.
- Monitor all DPW/Civic Center overtime.
- Perform related duties as required.

### Education, Experience and Skills required for the position:

The Administrative Assistant must have at least 3 years of responsible administrative type experiences in an office environment. The minimum education required is a high school education with a B.A. Degree in Business Administration or Accounting preferred. The position also requires excellent public relation skills and a strong computer background, including an understanding of excel and word. This position also requires excellent written and oral communication skills.

### PHYSICAL DEMANDS

The work associated with this position is primarily sedentary in nature.

# Attachment B

## TOWN OF WEST WARWICK

### POSITION DESCRIPTION

Title: DPW Supervisor Revised: October 30, 2018  
Department: Dept. of Public Works Salary: TBD  
Reports to: Director of Public Works

**This position is the Assistant Directors position amended to DPW Supervisor**

Primary Purpose of the Position: The DPW Supervisor works closely with the DPW Director, and the Chief of Operations to enhance the coordination, management of daily assignments of DPW Highway employees; including specific personnel assignments. He/she is also responsible for vehicles and equipment

#### Duties and Responsibilities:

- Work closely with the Director and Chief of operations with regard to all DPW work.
- Responsible for payroll and monitoring overtime.
- Assist with the implementation of asset management practices
- Work closely with the Chief of Operations to develop and implement staff training.
- Manage the purchasing -advance ordering of materials and equipment related to crew assignments.
- Manage and control DPW inventory
- Keeping a Maintenance Record of drainage problem corrections, pot hole repair, signage installation, etc
- Shall be available to respond to emergencies 24/7.
- Coordinates with fleet maintenance on DPW needs especially during snow events.
- In the absence of the DPW Director, DPW Supervisor will function in his/her capacity.
- Manages all contracts with outside vendors
- Performs other duties as assigned

#### Required Knowledge and Skills:

- Must possess vision (able to see the big picture).
- Knowledge of computers and data processing.
- Ability to multi-task
- Ability to get along with diverse personalities - tactful and mature.

- Well developed interpersonal skills.
- Ability to establish credibility and be decisive.
- Good communication skills, written and verbal.
- CDL

**Educational:**

- Must possess, as a minimum, a BS Degree, desirably in Civil Engineering, Construction Technology, Land Survey, or a directly related area. Past experience will be considered as a substitute for the required degree.
- Familiarity with the Town of West Warwick ordinances.
- Prior supervisory experience

**Physical:**

- Must be physically capable of performing the duties of this position.
- Ability to lift 75 pounds.

**ASSISTANT DIRECTOR OF PUBLIC WORKS**

The Assistant Director of Public Works is responsible for the scheduling in consultation with the DPW Director, the daily assignments of DPW highway and sanitation crews, including specific personnel assignments, vehicle and equipment needed to successfully and expeditiously complete these daily assignments. The Assistant Director will instruct crews in the detail and limits of their daily work assignments, in department policy and procedures and in equipment training and safety measures. He/she will be responsible for the daily monitoring of crew activities. This will be accomplished by site visits for review of on-going and completed work and by the review and approval of completed daily work logs. Additionally, the Assistant Director will be responsible for daily DPW administrative purchasing, payroll and other work activities.

Other duties include investigation and response to citizen complaints, advance ordering of materials and equipment related to daily crew assignments and the maintenance of records needed for future work, i.e. drainage problem correction areas, pot hole repair, signage installation, etc., as well as other duties which may be assigned by the DPW Director.

The Assistant Director shall initiate first level disciplinary actions to personnel as required with major infractions being documented and immediately reported to the DPW Director.

The Assistant Director will be on 24-hour call. He/she will be required to arrive thirty (30) minutes early each day to schedule personnel. Further, in storm emergencies, he/she will be responsible for crew call-ins, as required. In the absence of the DPW Director, the Assistant Director will function in his/her capacity.

#### EDUCATION AND EXPERIENCE

The Assistant DPW Director will be required to demonstrate a minimum of seven (7) years of progressive experience in road construction and maintenance or a directly related field, the supervision of personnel, work scheduling, materials ordering and public relations. The minimum education requirement is a High School Degree with an Associate Degree from college being desirable. The position requires good oral and written communications skills and a working knowledge of computers and data processing. The ability to read and interpret project plans and to prepare basic dimensional sketch plans

# Attachment C

## TOWN OF WEST WARWICK Proposed Job Description

**This proposed Job Description is being recommended to revise the current Foreman's Job Descriptions**

**Job Title:** Chief of Operations  
**Department:** DPW Highway Division  
**Reports to:** Chief of Operations, DPW Supervisor

**Revised:** October 13, 2018  
**Pay Grade:** TBD

**Primary Purpose of the Position:** Evaluate work locations and resident and council complaints to coordinate an approach and assign applicable work crews to perform the required work. Monitor all DPW field crews during all weather conditions insuring work orders are properly documented. Update the Director and DPW Supervisor of the status of all field crews and immediately notify both when problems may develop.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

- Coordinate, supervise and monitor work crews assigned to perform various DPW tasks including but not limited to yard waste pickup and disposal, bulk pickup, roadside/bike path maintenance, hot top activities snow removal and cemetery maintenance.
- Monitor all snow removal field activities updating the Director and DPW Supervisor and communicating with Police and Fire as needed
- Evaluate all resident and Council complaints to coordinate and schedule the required response.
- Responsible for the proper use, care and return of tools, equipment and vehicles for all assigned crews.
- Develops and distributes work orders instructing crews how to properly document and closeout.
- Instruct assigned crews on applicable work rules, safety procedures, equipment usage and work methods to complete assigned tasks.
- Provide input on the DPW's expense and capital budgets.
- Coordinate all applicable safety and work related training.
- Attend Council meetings as needed.
- Develop and implement sound inventory management and control practices training all applicable DPW staff.
- Must be available to work during non business hours as needed.
- Perform related duties as required.

### MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) Basic reading, writing, mathematical and oral communication skills as normally attained through a high school education; or equivalent and

- (B) Any equivalent combination of education and experience.
- (C) At least 10 years of work experience in a public works field.

Necessary Knowledge, Skills and Abilities:

- (A) Must possess a valid commercial driver's license (CDL), with a minimum of 5 years of experience.
- (B) Ability to plan, organize, schedule and supervise work crews to efficiently complete assigned tasks.
- (C) Working knowledge of crafts and labor force operations required in general maintenance and repair work.
- (D) Ability to work under adverse conditions.
- (E) General understanding of asset management principals.
- (F) Must possess Excellent communication skills..

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk; sit; use hands to finger, handle, or feel; use power tools; reach with hands and arms; climb or balance; stoop, kneel, crouch, or crawl; see; and talk or hear. The employee must frequently lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, and depth perception.

## Attachment D

# TOWN OF WEST WARWICK Proposed Job Description

**Job Title:** DPW UTILITY WORKER  
**Department:** DPW- Highway Division  
**Reports To:** CHIEF OF OPERATIONS  
**Pay Grade:** TBD  
**Prepared Date:** August 19, 2018

This position will result from amending the Driver position

### SUMMARY

Performs various maintenance, repair and of all Town roadways, DPW buildings/grounds, parks facilities and cemeteries. Performing skilled and unskilled manual task, on all DPW related activities, including the operation of trucks, mechanical equipment, including specialized equipment.

### ESSENTIAL DUTIES AND RESPONSIBILITIES

The following duties and responsibilities may be assigned. Other duties may be assigned.

- Operate a truck, light equipment, mechanical equipment, tools, and other equipment as needed to complete job assignments
- Repair asphalt and concrete
- Assist the mason with maintenance of the Town's drainage system and other masonry work as needed
- Performs as a truck driver and laborer on yard waste and bulk pickup crews.
- Performs building and grounds maintenance on specified DPW facilities including the Civic Center.
- Operate the Street Sweeper
- Performs as a truck driver, equipment operator and laborer on bike path and roadway maintenance.
- Plow snow and treat for ice control, as available
- Shovel municipal public ways, including parks & recreation facilities
- Fertilize, plant, water, and cut grass, trees, and other vegetation
- Layout fields and paint lines on all city owned fields
- Supervise a small labor crew, as directed by Supervisor
- Order and pick up supplies as needed.

- Clean and maintain all parks and recreation areas, buildings, athletic fields, playgrounds, tennis and basketball courts, park grounds, passive parks, cemeteries and any other related parks and Town properties including mulching, cultivating, weeding, raking, cutting, shoveling and any other manual work that is related to grounds maintenance
- Perform routine preventive maintenance on vehicles
- Clean garage area
- Assist DPW mechanics as needed.
- Pick up and deliver materials and supplies
- Maintain inventory of supplies
- Perform manual labor
- Prepare routine reports
- Perform related work as required

## **QUALIFICATIONS**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily, after suitable training has been provided. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

## **EDUCATION and/or EXPERIENCE**

High school diploma or general education degree (GED); three to six months related experience and / or training.

## **CUSTOMER AND PERSONAL SERVICE SKILLS**

Knowledge of principles and processes for providing customer and personal services.

## **LANGUAGE SKILLS**

Ability to read and interpret documents such as safety rules, operation and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization

## **MATHEMATICAL SKILLS**

Basic math skills are required.

## **REASONING ABILITY**

Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram or schedule form.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

Valid Commercial Driver's License (CDL)

Additional certifications/licenses to fulfill job specifications, as directed by the Supervisor

## **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk; sit; use hands to finger, handle, or feel; use power tools; reach with hands and arms; climb or balance; stoop, kneel, crouch, or crawl; see; and talk or hear. The employee must frequently lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, and depth perception.

## **WORK ENVIRONMENT**

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly exposed to outside weather conditions.

The employee is occasionally exposed to moving mechanical parts. The noise level in the work environment is usually moderate.

# **Attachment E**

## **TOWN OF WEST WARWICK**

### **Proposed Job Description**

**This proposed Job Description is being recommended to replace both the Laborer and Laborer/Maintenance Job Descriptions**

**Job Title:** Skilled Laborer  
**Department:** DPW Highway Division  
TBD  
**Reports to:** Foreman, Chief of Operations

**Revised:** October 3, 2018  
**Pay Grade:** Union

**Primary Purpose of the Position:** To perform routine and skilled manual tasks to support all assigned DPW task. Assists with tasks and projects within all DPW Division both individually or part of a structured crew as required by DPW Supervisors or Managers. May be required to work overtime during scheduled assignments, extended workday situations, and emergency situations.

#### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Perform all roles on a yard waste crew and bulk pickup crew as needed.
- Assist the mason with maintenance of the Town's drainage system and other masonry work as needed
- Performs skilled manual Laborer as part of a hot top crew, repairing potholes, installing berms and paving. As needed can be used to operate relate equipment.
- Performs skilled manual laborer as part of a road side and and cemetery maintenance crew \, tasks would also include bike path maintenance.
- Performs building and grounds maintenance on specified DPW facilities including the Civic Center.
- Plow snow and treat the Town's roads and municipal parking lots
- Shovel municipal public ways, including parks & recreation facilities
- Fertilize, plant, water, and cut grass, weeds and other vegetation
- Layout fields and paint lines on all city owned fields
- Assist in loading, moving and transporting materials, equipment, freight and supplies and assist in the handling and storage of inventory.
- Clean and maintain all parks and recreation areas, buildings, athletic fields, playgrounds, tennis and basketball courts, park grounds, passive parks, cemeteries and any other related parks and Town properties including mulching, cultivating, weeding, raking, cutting, shoveling and any other manual work that is related to grounds maintenance
- Assist in the maintenance and operation of vehicles and equipment and equipment such as pickup trucks, dump trucks rollers, cement mixers air compressors and snow removal equipment.
- Performs general housekeeping and maintenance tasks, which includes but are not limited to, vacuuming, washing floors, upkeep of restrooms, offices and common areas.

- Uses and makes minor repairs to small tools and simple mechanical equipment such as chain saws, lawn mowers and weed eaters.
- Assist DPW Fleet Maintenance Division as needed.
- Efficiently documents work performed on specified work orders.
- Perform related duties as required.

### **MINIMUM QUALIFICATIONS:**

#### Education and Experience:

- (A) Basic reading, writing, mathematical and oral communication skills as normally attained through a high school education; or
- (B) Any equivalent combination of education and experience.

#### Necessary Knowledge, Skills and Abilities:

- (A) Working knowledge of the use of common tools, construction and grounds maintenance equipment. One or more of the mechanical or building trades preferred
- (B) Ability to operate light automotive trucks, pickup trucks, dump trucks, snow plows and power driven grounds maintenance equipment.
- (C) Must possess a valid commercial driver's license (CDL) or obtain a CDL within the first year of employment.
- (D) Ability to perform manual labor of a semi-skilled nature use and make minor repairs to small tools and simple mechanical equipment.
- (E) Ability to perform heavy manual labor for extended periods of time under varying climate conditions.
- (F) Ability to follow oral and written instructions.

### **PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk; sit; use hands to finger, handle, or feel; use power tools; reach with hands and arms; climb or balance; stoop, kneel, crouch, or crawl; see; and talk or hear. The employee must frequently lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, and depth perception.

**Attachment F**  
**TOWN OF WEST WARWICK**  
**Proposed Job Description**

**This proposed Job Description is being recommended as a new position**

**Job Title:** Working Foreman  
**Department:** DPW Highway Division  
TBD  
**Reports to:** Chief of Operations, Assistant Director

**Revised:** October 13, 2018  
**Pay Grade:** Union

**Primary Purpose of the Position:** Provide supervision of a work crew assigned to perform various DPW related tasks included but not limited yard waste and bulk pickup, road side maintenance, hot top work,

**ESSENTIAL DUTIES AND RESPONSIBILITIES**

- Supervises and works with an assigned crew to perform various DPW tasks including but not limited to yard waste pickup and disposal, bulk pickup, roadside/bike path maintenance, hot top activities snow removal and cemetery maintenance.
- Snow plowing and treating the Town's roads and parking areas.
- Responsible for the proper use, care and return of tools, equipment and vehicles for assigned crews.
- Exercises working supervision with a crew designated to respond to various complaints.
- Instruct assigned crews on applicable work rules, safety procedures, equipment usage and work methods to complete assigned tasks.
- Plow snow and treat the Town's roads and municipal parking lots
- Exercise working supervision with crews assigned to shovel municipal public ways, including parks & recreation facilities
- Properly document assigned crews work on specified work orders.
- Exercise working supervisor over assigned crew designated to assist park maintenance.
- Efficiently communicate with Chief of Operations regarding work status or problems that may arise.
- Follow established procedures related to inventory management and control and purchasing necessary materials and supplies.
- Must be available to work overtime.
- Perform related duties as required.

**MINIMUM QUALIFICATIONS:**

Education and Experience:

- (A) Basic reading, writing, mathematical and oral communication skills as normally attained through a high school education; or equivalent and
- (B) Any equivalent combination of education and experience.
- (C) At least two (2) years of work experience in a public works field.

Necessary Knowledge, Skills and Abilities:

- (A) Must possess a valid commercial driver's license (CDL), with a minimum of two (2) years of experience.
- (B) Ability to plan, organize and supervise work crews to efficiently complete assigned tasks.
- (C) Working knowledge of crafts and labor force operations required in general maintenance and repair work.
- (D) Ability to work under adverse conditions.
- (E) Ability to perform heavy manual labor for extended periods of time under varying climate conditions
- (F) Ability to follow oral and written instructions.

**PHYSICAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to walk; sit; use hands to finger, handle, or feel; use power tools; reach with hands and arms; climb or balance; stoop, kneel, crouch, or crawl; see; and talk or hear. The employee must frequently lift and/or move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, and depth perception

**Attachment H**

**Fleet Maintenance Mechanics Work Stations**

**The tools and respective tool boxes are owned by the 4 Mechanics**

