



CITY OF CONCORD

New Hampshire's Main Street™

REPORT TO THE MAYOR AND CITY COUNCIL

FROM: Jennifer Johnston, Director of Human Resources and Labor Relations
Earle M. Chesley, P, E., General Services Director

DATE: April 13, 2017

SUBJECT: Addition and Modification to Positions at the Wastewater Treatment Plant Division,
General Services Department

Recommendation

Accept this report.

Background

The City operates two secondary wastewater treatment plants. The Hall Street Wastewater Facility is a 10 mgd plant that serves much of the community and the sewered areas of neighboring Bow. The Penacook Wastewater Facility is a 2.5 mgd plant that serves Penacook and Boscawen, and was one of the first secondary plants constructed in the State. When originally opened, both plants operated with staffing levels 24 hours a day; seven days a week. Over the years, the General Services Department has implemented operational changes and improved efficiency to reduce staffing levels to fifteen individuals that operate both plants.

With the recent resignation of the Wastewater Operations Supervisor, General Services continued to develop ways to further enhance the operation efficiency at both plants without sacrificing quality of service or safety. The resulting decision was to add oversight responsibilities of operations to the existing Laboratory Manager and to create a Wastewater Crew Leader to oversee daily operations.

Discussion

As part of General Services' succession planning efforts, the Wastewater Treatment Division prepared a detailed succession plan to address the anticipated retirement of almost 75% of their staff by 2020. The goal of the plan is to increase labor hours available for plant operations and maintenance while reorganizing and streamlining managerial responsibilities. In addition the Division recognizes the challenges of the current labor market in hiring qualified individuals at the supervisory level. Due to the lack of qualified supervisory candidates, the Department has initiated an aggressive internal training program to develop the future leaders of the organization.

Through establishing the Wastewater Crew Leader position and modifying the existing Laboratory Manager position, the division will recognize the following benefits:

- Increase labor hours to assist with the operation and maintenance of the two wastewater plants. The new Wastewater Crew Leader will be a working supervisor for the operations crew which will add 20 -30 hours of labor to actual operations and maintenance tasks;
- The Wastewater Crew Leader will have an established point of contact with the operations staff to coordinate daily activities thereby increasing efficiency and communication within the organization;
- Provide the Division the resources to more efficiently manage the City's Industrial Pretreatment (Program (IPP). Responsibilities related to this program will be shifted to the current Laboratory/IPP Technician while some laboratory tasks will be assigned to the operations section. This shifting of responsibilities will allow for a more efficient collection and communication of vital program information;
- By reducing the IPP responsibilities for the current Laboratory Manager he/she will assume the responsibility for the oversight of the operations section of the Division which allows for the Division to eliminate the Operations Supervisor position resulting in an overall cost savings to the Division; and
- The new Operations/Laboratory Manager position will take a more active role in the review and oversight of various capital improvement projects. Due to the aging infrastructure at the two wastewater facilities several large capital improvement projects will be conducted in the next several years.

This reorganization, including the establishment of two new job descriptions, is an integral and important piece of the succession plan that will allow the Division to continue to provide quality service by reorganizing to increase efficiencies, and training /advancement opportunities for our staff.

The approval of the above position changes will result in a savings to the Division of approximately \$5,000 in total salary.

cc: Daniel Driscoll, Wastewater Treatment Superintendent