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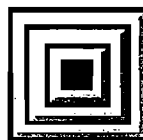
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TOWN OF ADDISON

FINAL REPORT
COMPREHENSIVE PERFORMANCE STUDY OF PUBLIC WORKS

JUNE 19, 2002



THE WATERS
CONSULTING
GROUP, INC.

EXECUTIVE SUMMARY

In an effort to evaluate the effectiveness and efficiency of the Public Works Department's operations and to look for opportunities to improve services to the citizens, the Town of Addison contracted with The Waters Consulting Group, Inc. (WCG), a Dallas-based management consulting firm, to conduct a third party performance review of the operations of the department. WCG understood that the Town was interested in (1) reviewing the utilization of division personnel, (2) making comparisons of staffing in the Town of Addison Public Works Department versus a peer group of other cities for common functions, and (3) identifying opportunities for cross training and cross utilization of department personnel. The results of this study are intended to be used in improving the efficiency of the department and in providing enhanced career opportunities for employees, as well as improving the overall effectiveness of the department in meeting its mission, goals and objectives.

The initial phase of the project involved interviews by WCG with various Town staff members, including the City Manager, Assistant City Manager, Director of Public Works and others to clarify the work plan and develop a specific schedule for the project. WCG also requested copies of written documentation from the Public Works Department. The Town staff and WCG identified the group of peer cities for the staffing comparison and WCG requested copies of budget documents from those cities. Following the initial information gathering, WCG conducted individual interviews with all members of the Public Works Department and a number of other Town employees who interact regularly with the department.

The results of the information gathering are summarized in a series of findings and observations included in this report. In general, WCG confirmed that the Public Works Department is providing a high level of service to the citizens of Addison. Personnel in the department have a very strong commitment to customer service. We did identify a number of areas in which the department can improve, however, and those areas have been addressed in the recommendations section. Among the findings outlined in the body of the report, WCG found that operations of the department, particularly the field divisions, are characterized more by reaction to complaints and requests for service than by planned and scheduled activities. Activities in the Street Division, for example are primarily focused on the pick up of brush and bulk waste, both scheduled and unscheduled. Added to those activities are other services provided by the division resulting in a relatively small amount of

time actually being spent on street maintenance. The two field divisions, Street and Utilities are performing preventive maintenance, but it is being done on a limited basis and without set goals and objectives that would allow measurement of its effectiveness. Another finding is that the Public Works Department does not have a system of setting goals and objectives for its operations, nor does it have a method of measuring the results of those operations. Current department management reporting is primarily focused on measuring the activities performed by the Department and not on reporting the results of those activities. We also found a general lack of documentation of departmental activities that will complicate succession planning. Fifty percent of the positions below the level of Assistant Director are filled with people who are either already eligible to retire or will be within the next five years. This group includes the supervisors of all three divisions as well as several key technical positions. (One of the division supervisors retired before this report was completed.) WCG also noted in our findings that significant additional documentation and record keeping will be forced on the department in the very near future due to mandates under several environmental and water quality regulations imposed by the state and federal governments.

Recommendations are included in the final section of the report. These recommendations include several suggested changes to the Public Works Department structure. We believe that the Street Division should be renamed the Public Works Services Division to clearly reflect the broad range of services that this division provides. Additionally, we have recommended the formalization of an Engineering and Inspection Division that will include the construction inspection function currently carried in the Street Division. In the Utilities Division, we have recommended that a Systems and Operations Section be created which would include all of the activities related to environmental and water quality compliance as well as meter reading. This would allow the Utility Field Operations Section to focus on maintenance and repairs of the water and sewer systems. In order to strengthen the administrative function and provide support for the recommended planning and monitoring activities and the additional mandated record keeping, WCG has recommended the addition of an Administrative Assistant reporting to the Director and an additional Utility Operator II in the Systems and Operations Section of the Utilities Division. We have also recommended the addition of a Maintenance Worker to fill out the field crew in Public Works Services and an additional Senior Utility Operator for the Utilities Division Field Maintenance Section. Other recommendations have to do with the development of formalized planning and goal setting by the department and improvements to the documentation and monitoring of departmental activities.

REMAINING SECTIONS

Remaining sections of this report are as follows:

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INTRODUCTION

The Town of Addison, Texas is located in northern Dallas County adjacent to the cities of Dallas, Farmers Branch and Carrollton. The Town has a current population of more than 13,250 and is intensely developed with significant areas of the community characterized by high density commercial and office developments. The residential development in the community includes a mix of high-density multi-family and large single-family homes. The Town has traditionally prided itself on the high level of service provided to its residents and business community. It is governed by a seven-member Town Council under a home rule charter as a Council/Manager form of government. The Town Council appoints a City Manager to manage the day-to-day operations of the Town. The City Manager has organized the work force into a number of departments and divisions. One of those departments is the Public Works Department, which is organized into three divisions: Engineering, Utilities and Streets.

In an effort to evaluate the effectiveness and efficiency of the Department's operations and to look for opportunities to improve services to the citizens, the Town contracted with The Waters Consulting Group, Inc. (WCG), a Dallas-based management consulting firm, to conduct a third party performance review of the operations of the Department. WCG understood that the Town was interested in (1) reviewing the utilization of division personnel, (2) making comparisons of staffing in the Town of Addison Public Works Division versus a peer group of other cities for common functions, and (3) identifying opportunities for cross training and cross utilization of Department personnel. The results of this study are intended to be used in improving the efficiency of the Department and in providing enhanced career opportunities for employees as well as improving the overall effectiveness of the Department in meeting its mission, goals and objectives.

AN OVERVIEW OF WCG'S APPROACH TO THE STUDY

The initial phase of this effort involved interviews by WCG with various Town staff members, including the City Manager, Assistant City Manager, Director of Public Works and others to clarify the work plan and develop a specific schedule for the project. WCG requested copies of written documentation about the operations of the Public Works Department including the following:

- Budget documentation and monthly financial reports
- Management and activity reports
- Organization charts and roster information
- Job descriptions for positions in the Department
- Organizational mission, purpose and strategic planning information
- Citizen complaints and requests for service
- Personnel actions by employees including disciplinary actions, grievances and appeals
- Employee performance appraisal documentation
- Selected incident reports
- Departmental policy manuals and operating procedures

During the second phase of this project, WCG interviewed all members of the Public Works Department individually. These interviews allowed Department personnel to discuss their perceptions of departmental operations and voice any other concerns in a confidential setting. Additionally, the interviews provided WCG an opportunity to discuss with employees areas such as perceived organizational mission and objectives, communications, departmental supervision and leadership, training and development and departmental policies and standard operating procedures. WCG also interviewed other Town employees including the Director of Finance, Tax Assessor/Collector, Finance Department employees, Police Chief, and Fire Chief to gather information about interactions between the Public Works Department and other Departments.

This phase of the project also involved gathering staffing and workload data for common functions from a group of “peer” cities in order to compare the staffing level of the Town of Addison Public Works Department to these cities. WCG worked with the Department Director, Assistant City Manager and City Manager to identify a group of cities for comparison purposes. In selecting the cities, consideration was be given to population, geographic location, economic base, services provided and perceived quality of service. The cities selected for the comparison, their assessed valuations and per capita assessed valuations are listed in Table 1 below.

TABLE 1

Town of Addison Public Works Department Comparison Cities			
TOWN	POPULATION	ASSESSED VALUATION	PER CAPITA A V
Carrollton	105,800	8,094,312,240	76,505.79
Richardson	91,050	7,933,433,019	87,132.71
Sugar Land	62,637	5,121,406,913	81,763.29
Coppell	34,800	2,947,038,759	84,685.02
Farmers Branch	26,900	3,688,451,149	137,117.14
University Park	24,250	2,897,412,311	119,480.92
Colleyville	20,000	1,920,528,759	96,026.44
West University Place	14,211	2,800,000,000	197,030.47
Bellaire	14,000	1,403,978,150	100,284.15
Addison	13,250	3,131,228,040	236,319.10
Webster	9,084	697,508,205	76,784.26
Highland Park	7,400	2,778,352,120	375,452.99

The objective of this information-gathering effort was to provide WCG a clear and accurate picture of the overall operations and effectiveness of the Public Works Department. The intention was to determine how well the Department is accomplishing its overall mission and objectives and to evaluate its capacity to do so in the future.

Following completion of these interviews and the review of documentation, WCG prepared a written set of findings and observations describing the results of the interviews, the results of the peer city comparison, the review of departmental management and performance reports, and the review of other documentation provided by the Town.

WCG met with the Director of Public Works, the Assistant City Manager and others as appropriate to discuss the findings and observations to ensure that they accurately describe the current situation. The findings and observations formed the basis of the development of a set of recommendations to the Town for addressing issues identified which can improve the delivery of these most important services and which addressed concerns voiced by employees through the interviews.

GENERAL DESCRIPTION OF PUBLIC WORKS DEPARTMENT OPERATIONS

The Public Works Department of the Town of Addison is composed of the Street Division, the Utilities Division and a number of personnel who are involved in engineering for capital projects and who are carried in the Town's capital project funds for budget purposes. The Department has responsibility for a number of functional areas including:

- The planning, design and construction of capital projects for the Town including street, drainage, utility and airport facilities
- The maintenance and repair of the Town's roadway system
- The maintenance and repair of the storm water drainage system
- The maintenance and repair of the water distribution and wastewater collections systems
- The collection of bulk waste and brush that is not picked up by the solid waste disposal contractor.
- Administration of a number of contracts for services including those for solid waste collection and disposal, and street sweeping.

The Department has an authorized strength of 23 positions as approved in the Annual Budget for 2001-2002. Funding for these positions is carried in the budgets of the Street Division, the Utilities Division, and the Airport and Street Capital Project Funds. The personnel assigned to the Public Works Department are organized into work units with specific areas of responsibility and reporting relationships according to the organizational chart to follow (Chart 1).

Town management and Public Works Department employees are uniformly proud of the level of service provided by the Department to the citizens of Addison. The Survey Research Center at the University of North Texas conducted a citizen survey in August and September of 2001 for the Town of Addison. The survey was intended to measure the level of satisfaction or dissatisfaction with Town services and life in Addison generally. This survey is the seventh such survey conducted for the Town.

The UNT report concluded

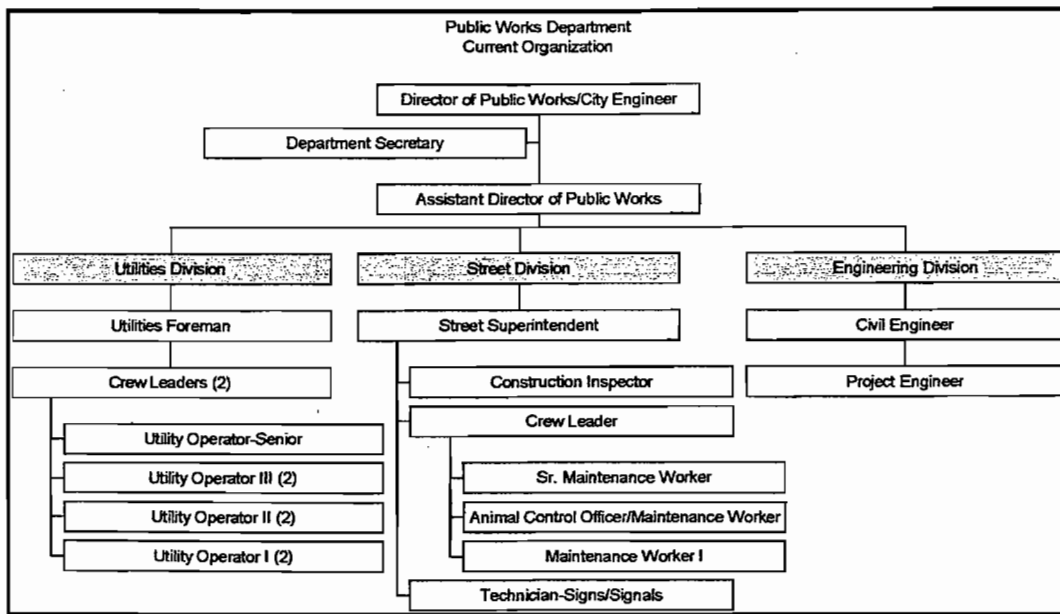
“Overall, findings from the 2001 Addison citizen survey show that residents have very favorable ratings of Addison as a place to live and appear to be quite supportive of the Town and the direction being pursued by the council and staff.”¹

This overall favorable rating is also demonstrated in the responses to questions about the specific service areas provided by the Public Works Department. For example, regarding the condition of road surfaces, 92% of the responses from survey participants rated conditions as good or excellent; while 97.7% of the respondents think the Town sweeps the streets often enough. A large majority of the respondents (86.2%) believe street lighting is adequate in the neighborhoods. While street medians, islands and rights-of-way are not totally the responsibility of the Public Works Department, 75.1% of respondents said that these areas are well maintained and 22.9% said they were adequately maintained.

Solid waste collection also received high marks, with 87.6% of the respondents indicating their garbage had never been missed in the previous 12 months. However, 10.8% indicated they had been missed 1 or 2 times and 1.5% indicated they had been missed 3 or more times. Addison’s special bulk waste pick up is especially well received according to the survey as 89.7% of those using this service indicated they were “very satisfied” and 9.3% were satisfied with the service. Garbage collection days were rated as excellent or good by 96.7% of the respondents and 95.4% of the respondents indicate participation in the recycling program with an overwhelming majority rating recycling program and the days of collection as excellent or good. While a significant majority of the respondents indicated the animal control program was excellent or good, only 37.5% rated the program as excellent, 50.5% rated it as good and 12.0% rated the program as fair or poor. While there were no specific questions asked about the water utility, there was an item that elicited responses regarding the need for improvement to various Town services and water service was included in this question. 14.8% of those responding indicated that water services needed some or much improvement. According to the report, the most common reason given for the “needs much improvement” response was the taste of the water.

¹ 2001 Citizen Survey; Survey Research Center, University of North Texas; October 16, 2001; Page vi

CHART 1



The Town of Addison has made a very strong commitment to responsive customer service and quality service and the citizens of the community have recognized that commitment in this and previous citizen surveys. That commitment has been communicated very directly to employees of the Public Works Department at all levels and has become inculcated in the organization. The Public Works Department employees repeated this commitment to service to the WCG consultant during the interview phase of this project.

FINDINGS AND OBSERVATIONS

GENERAL OBSERVATIONS

1. The overall philosophy to the staffing of the Public Works Department in the past has been to maintain a “mean and lean” work force. The Town has taken the approach to staff the Department sufficiently to perform basic routine maintenance and operations and to contract out for major construction, maintenance or services where necessary. The Town has contracted for residential solid waste collection, street sweeping and consulting engineering services among others. The perception of Public Works Department management and personnel in the Department is that the Department does not have sufficient personnel to adequately meet its mission.
2. The primary objective of the Public Works Department as stated by literally everybody WCG interviewed is “customer service”. The number one commitment is to responsiveness to the citizens of Addison. One of the questions asked by the consultant during the initial interviews with employees of the Department was “What one thing do you believe the Public Works Department could do to improve services to the citizens of Addison?” The answer given by virtually everyone was (paraphrased) “Nothing. They already get outstanding service that is better than other cities give.” The Director stated the goal of the Department regarding bulk and brush pick up is to pick up any call received by 3:00pm on the day received. This same policy applies to all customer service requests (CSR’s) received by the Department.
3. While the Public Works Department is shown on the organizational chart on page 7 of the published Town of Addison budget for Fiscal 2001-2002, there is no written description of the Department in the body of the budget document. The engineering group is also not recognized as a separate organizational unit in the budget. The budget does include sections for the Street Division, the Utilities Division, the Capital Project Fund and the Airport Fund, which account for all of the positions shown in the organizational chart given to WCG.

4. There is inconsistency in the designation of the Street and Utilities organizations in published documents. In the official budget document published by the Finance Department, these two organizational units are referred to as departments. In Public Works Department documentation they are referred to as divisions.
5. There is no written Mission Statement for the Public Works Department in the Town of Addison budget for 2001-2002.
6. There is some inconsistency in titling for positions in the documentation provided to WCG. The position supervising the Street Division is referred to as the Street Superintendent in the budget document and organizational chart shown above and as the Street Director in the written job description provided to WCG by the Human Resources Department. One of the engineering positions is referred to as the Civil Engineer in the organization chart shown above and the budget document and as the Assistant Town Engineer in the job description for the position.
7. The position supervising the Utilities Division is designated as the Utilities Foreman, but appears to have the same level of responsibility and authority as the Street Superintendent.
8. The two functioning crew leaders appear to have more responsibility and authority than a typical crew leader in most other organizations. Crew leaders are typically lead person positions and do not have the level of responsibilities that these two positions appear to have.
9. There does not appear to be a clear delineation of duties between the various levels of maintenance personnel in the Public Works Department. The titles for job descriptions of positions in the Street Division and the Utilities Division indicate different levels of responsibilities, but the descriptions of essential functions and tasks performed are worded very similarly. In discussions with the personnel in both Departments, they indicate that personnel are pretty much doing the same types of tasks.

10. The Department does not have an automated work order system to keep track of time and costs associated with its various maintenance activities. The Street Division has maintained a manual system for keeping track of the number of hours spent by Department personnel in various activities for some time. The Utilities Division began keeping track of hours worked in July of last year.
11. The Public Works Department has on-going preventive maintenance activities, but does not have a formal preventive maintenance program for most of the infrastructure it is responsible for. There is also no record of preventive maintenance backlogs for either the Street or the Utilities Division.
12. The Department communicates with its employees in the field over a two-way radio system and by cell phones and pagers. The Public Works Department's current radio system does not allow for direct vehicle-to-vehicle communications with Police and Fire Department vehicles. Communications are relayed through the public safety dispatcher. The Town is negotiating with the City of Carrollton to join that Town's radio communications system, which will greatly improve communications for the Police and Fire Departments. We understand that there will be consideration to including the Public Works Department in the new system.
13. The equipment operated by the Public Works Department including the rolling stock of the Street and Utilities Divisions is generally thought to be adequate to good. The one area of concern relates to the backhoe used jointly by Streets and Utilities. WCG was told that the two divisions jointly purchased the backhoe with the understanding that it would be equally available for use by both divisions. The perception in the Utilities Division is that the backhoe is controlled by the Street Division and that the Street Division's needs are met first. The divisions also have access to a backhoe owned by the Parks Department. Even with these concerns, apparently there is no major problem of lack of availability.

14. Employees of the Public Works Department receive a performance evaluation once per year at the end of the calendar year. WCG reviewed representative samples of the Performance Appraisal and Development Plan, the Town's performance evaluation system. The Town uses two generic evaluation forms, one for exempt employees and one for non-exempt employees. Each form has descriptions of the factors to be evaluated. We reviewed a completed sample of each form. The forms describe 5 levels of performance ranging from Unacceptable to Outstanding. The forms provide space for written comments from the evaluator on each factor and blank space for a customized Development Plan that includes an opportunity to set individual goals and objectives for the person being evaluated.

The ratings on the individual factors on the forms we reviewed ranged from 3.5 to 5.0 with the total rating for the employees falling between 4 and 5. According to the Director of Human Resources, these ratings are representative of the overall levels in the Public Works Department. The comments from the evaluators were very general and subjective in nature. We did not find that specific measurable objectives are being used in the performance evaluation process, with the exception of the final section of the exempt evaluation form.

In our interviews with employees of the Department, most employees seemed to be satisfied with the evaluation process. The exception to this was a small number of employees who felt the process was not meaningful.

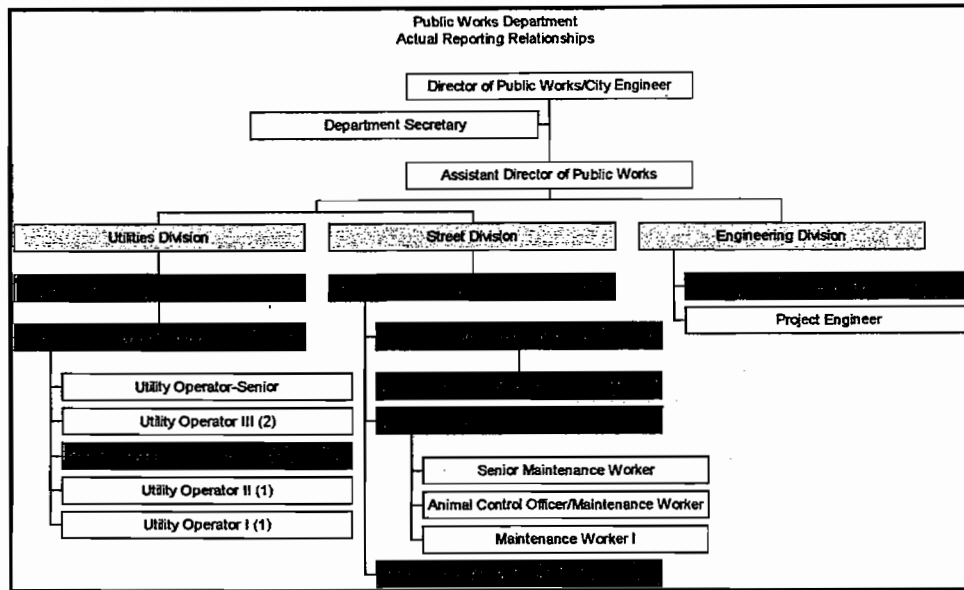
15. Employees and managers in the Department questioned the competitiveness of the Town's compensation system. Specific concerns were voiced regarding the entry-level positions and water utility positions. WCG analyzed data from the TML on-line survey for the peer group cities included in the survey of common functions. It appears that compensation rates for the Town are somewhat behind those of the other cities.

SUCCESSION PLANNING

Succession planning was one of the issues specifically identified by the City Manager as a focus for this review. In an effort to clarify the current situation, WCG requested information about the retirement status of employees in the Public Works Department.

The following organizational chart has been prepared to indicate by the color red those positions that are currently staffed by employees who are within 5 years of retirement eligibility.

CHART 2



1. As this chart clearly shows, almost 50% of the employees in the Department below the level of assistant director either already are eligible or will reach retirement eligibility over the next five years, including all three of the senior people in the three divisions and both crew leaders in the field operations, and the Technician-Traffic Signs/Signals.
2. Because of the lack of documentation discussed below, the institutional memory for the Department resides in the minds of these personnel.
3. No one has been trained to back up the Technician-Signs/Signals. This person is responsible for overseeing the operations of the Town's 31 traffic signals.
4. The engineering function is structured with three levels of engineering experience that establishes a career ladder.
5. The various levels of Utility Operator can provide a career ladder for the Utilities Division field maintenance division, if the levels of jobs are clearly differentiated.

ADMINISTRATION/ENGINEERING

Administrative and engineering positions in the Public Works Department are carried in the Utilities Division, Capital Project Fund and Airport Fund budgets. As mentioned above, there is no section in the published budget that describes an administrative or engineering unit per se. This part of the Public Works Department includes the Office of the Director and the engineering function, and includes the secretarial support for the Department. The Director of Public Works is responsible for the overall direction of the Department. The Assistant Director has supervisory responsibility for overseeing the operations of the Street Division and the Utilities Division as well as the engineering staff. The Assistant Director, with oversight by the Director, is responsible for conducting the performance evaluations for the Street Superintendent, the Utility Foreman and the Civil Engineer.

1. The Public Works Department Secretary is the focal point for citizen calls to the Department. She completes a request for customer service request (CSR) form on each call and forwards it to the appropriate person for handling. The action taken is recorded on the CSR, which is filed in the division. The responsible person does not reply back to the Public Works Secretary as to the action taken. If a second call comes in on the same incident, the Secretary fills out a second form and sends that to the appropriate person again. There is no log of these requests being maintained by the Department. As mentioned below in the section on management reporting, the Street Division report groups all service requests together and does not report by type of request or response. From the monthly reports we reviewed it appears that approximately 100 calls per month are being directed to the Street Division and approximately 250 calls are being directed to the Utilities Division.
2. The Public Works Department through the Director, the Assistant Director and the engineering staff is responsible for managing the Town's 5-year Capital Improvement Program. This includes bond projects and current fund capital projects for all departments, including planning and capital projects for the Addison Airport.
3. Addison has a right-of-way management program that requires anyone wanting to work in the right-of-way to obtain a permit from the Town. This allows the engineering staff to review the proposal and provides for inspection of the construction by the Public Works Inspector or Assistant Inspector.

4. The Department does not have an AutoCAD system for use by the engineering staff. As a result the staff is unable to access the CD's provided by engineering consultants. Printed copies of plans are provided to the Department by the engineers.
5. The Town has contracted with the North Central Texas Council of Governments for the implementation of a GIS mapping system. A pilot project was underway at the time of our interviews. It is estimated that the mapping system will be completed by September of this year. The Town will make the computerized maps available over the Internet.
6. The Town of Addison is required to comply with the provisions of the National Pollutant Discharge Elimination System (NPDES) Storm Water Phase II rules effective March 10, 2003. The Assistant Director of Public Works has been assigned responsibility for implementing the Town's compliance effort. The purpose of this Federal program is to eliminate the discharge of harmful pollutants into waterways through municipal storm drainage systems. To comply with these regulations, the Town will be required to develop a storm water management plan, adopt new construction standards and inspection procedures, and document the Town's compliance efforts. According to the Public Works staff, compliance with the new Phase II rules will require the Town to write a Storm Water Management Plan and begin implementation by March 2003. It is not clear at this time exactly how much this additional effort to meet the new Phase II rules will add to the Department's workload, it is anticipated that the implementation will require additional inspection and record keeping activities.
7. The Public Works Department is responsible for managing all capital projects for the Town. In our review of Department reporting we reviewed the monthly activity report for capital projects submitted by the Department to the City Manager. We noted that the report indicated four of the projects are on hold with no indication of the cause for the delay. Another project was on hold due to ROW acquisition. Several other projects were on going and in the ROW acquisition stage. There is no indication in this report as to the original schedule for projects, nor any indication of the anticipated length of the delay for most of the projects on hold. There is a perception among some of those interviewed that ROW acquisition may take longer than necessary. The Director does maintain a more detailed automated project management system using Visio in his office.

STREET DIVISION

The Street Division is actually responsible for much more than just street maintenance. The division has responsibility for collecting brush and bulk waste, maintaining the storm water drainage system, maintaining traffic signs and signals, overseeing the solid waste collection contract and the street sweeping contract, managing the recycling program, and providing animal control. Infrastructure maintained by the Division includes 38 miles of streets representing over 130 lane miles of pavement. The Division is also responsible for maintaining 18.5 miles of storm water drainage facilities.

The major stated objectives of the Street Division are to pick up brush and bulk waste as quickly as possible and to respond quickly to customer service requests. The major focus of the Street Division activity is bulk and brush pick up. The division schedules bulk and brush pick up every Monday and Thursday, but also responds to customer requests for this service on other days. This pick up generally involves the Street Crew Leader, the Sr. Maintenance Worker, the Maintenance Worker I and 1/2 of the Animal Control Officer's time. Others in the division, such as the Construction Inspector or the Technician-Signs/Signals, may be called upon to help with bulk/brush pick up at peak times. The street maintenance crew is normally scheduled to perform street maintenance activities one day per week.

The Street Division also includes the Public Works construction inspection effort. The Construction Inspector is responsible for pre-construction review of construction plans and for field inspection of all public works capital projects and other construction by private contractors that takes place in the public rights-of-way. The Assistant Construction Inspector assists the Construction Works Inspector in these activities.

The Technician- Signs/Signals handles traffic sign and signal maintenance. The Town has thirty-one traffic controlled intersections and approximately 4000 traffic signs. Two additional signal installations will be added to the system. One is currently in the planning stage and one is under construction. The Technician performs troubleshooting diagnostics and performs some maintenance on traffic signals. Vendors or contractors generally handle major traffic signal repairs.

The Town is currently considering taking over the maintenance of street lighting from the private utility that currently owns and maintains the system. The analysis is being done to determine if the Town can operate and maintain the street lighting at less cost than the private utility is charging for the service. If the decision is made to acquire the streetlights, it is anticipated that the Town will contract with an outside entity for the actual maintenance of the lighting.

1. A significant portion of the personnel resource of the Street Division is consumed by the bulk and brush pickup. WCG obtained a report prepared by the Street Division accounting for the time spent by division personnel during 2001 on a variety of activities. The report identifies almost 50 different types of activities that division personnel are engaged in. Table 2 shows the reported time for the top 21 activities for the division, which accounts for over 90% of the reported time. During this period, over 30% of the accounted for time was spent in residential brush pick up and litter control. This represents the equivalent of 1.8 FTE's or almost the full time effort of two employees. The Division basically has three full time positions assigned to street maintenance and bulk/brush collection, so bulk and brush pick up consumes a significant share of this resource. In addition to being a major consumer of time, bulk and brush pick up is considered to be the number one priority by literally everyone in the Street Division.
2. Street Division personnel believe that the Town policy regarding bulk/brush waste is to pick up everything that is put out by the property owner, with the exception of roof shingles. They do not believe that there is a limit as to the amount of bulk/brush waste that they are required to pick up. According to division personnel, the division is picking up large amounts of bulk and brush waste that is apparently deposited for pick up by contractors hired by a residential property owner. The City Manager stated that the division is only required to pick up loads of less than two truckloads. This policy has not been implemented. WCG has not been able to find a copy of any written policy or ordinance covering bulk or brush pick up.

The Street Division receives calls from garbage customers who have been missed by the private contractor. In some cases, Street Division personnel will pick up the garbage rather than turning the complaint over to the private contractor.

The monthly report includes these calls in the overall total for residential requests for service and does not break them out separately. As noted in the discussion of the UNT citizen survey, 10.8% of the respondents indicated that their garbage service had been missed 1 or 2 times in the previous 12 months and 1.5% indicated they had been missed 3 or more times. Public Works does not have any way at the present time to verify these statistics independently or to put them into context.

TABLE 2

Street Division Hours Worked 2001			
Activity	Total Hours	Percentage	FTE
Residential Brush Pickup	2418	20.06%	1.16
Traffic Signal Repair	1904	15.79%	0.92
Litter Control	1340.5	11.12%	0.64
Animal Control	1031	8.55%	0.50
Office Duty	628	5.21%	0.30
Traffic Signal Maintenance	505.5	4.19%	0.24
Traffic Signal Check	468	3.88%	0.23
Vacation	405.75	3.37%	0.20
Street Repair-Concrete	343.5	2.85%	0.17
Holiday	318	2.64%	0.15
Equipment Maintenance	304	2.52%	0.15
Sign Maintenance	303.5	2.52%	0.15
Contractor Inspection	284	2.36%	0.14
Special Events	170.5	1.41%	0.08
Street Repair	145	1.20%	0.07
Contractor Inspection-Markings	132.5	1.10%	0.06
Yard Maintenance	106.5	0.88%	0.05
Oktoberfest	103.5	0.86%	0.05
Crack Sealing	102	0.85%	0.05
Recycling	95	0.79%	0.05
Barricade			
Placement/Removal	92	0.76%	0.04
All Other Activities (27)	854.75	7.09%	0.39
Totals	12055.5	100.00%	5.79

3. The UNT citizen survey reported that 95.4% of the respondents indicated that they participate in the recycling program. According to the Public Works Department only 45% of the residents are actually participating in the program.

4. The Street Division handles only minor street maintenance such as pothole repair, crack sealing and street cut repair. The Town contracts out major street maintenance and reconstruction. The time sheet analysis provided by the Street Division shows that street maintenance activities accounted for only 5.66% of the time reported, or .33 FTE. The division does not have a current street condition inventory, although the division does have Micro PAVER, an automated pavement management system marketed by the American Public Works Association. Currently, the Street Superintendent monitors street conditions visually.
5. The second largest number of hours reported by the Street Division was under those activities related to traffic signs and signals. These activities accounted for 28.38% of the reported time or 1.54 FTE's. Most of the traffic signals in use in Addison have been in service for over 15 years and are old technology. They are currently limited to operating on time settings. The Technician-Signs/Signals has primary responsibility for the maintenance of all of the traffic signs and signals. He receives assistance from other members of the Street Division on an as needed basis, but works primarily alone. Anecdotally, during the information gathering stage of this project, the consultant observed the Technician hanging a banner across Belt Line Road during the noon rush hour by himself with his truck blocking one lane of traffic and with no flag person. The Technician is also designated as the back up Animal Control Officer.
6. The Street Division does not have a formal, scheduled preventive maintenance program for any areas of its responsibilities including streets, storm water drainage, traffic signs and signals. Potholes are patched on a periodic basis as they are identified either by division employees or through complaints. Crack sealing is performed intermittently. The Street Superintendent believes that it is not possible to schedule more than bulk waste pick up and pothole patching because of the number of personnel in the division. The division has begun budgeting \$300,000 each year for larger street maintenance projects.
7. There is currently no adequately trained back up for the Technician- Signs/Signals. A review of the Street Division budget from 2000 revealed that the Senior Maintenance Worker position and an additional vehicle were added to the Street Division budget to provide additional sign maintenance and street maintenance capability.

The position has been filled, but there has been no training in traffic signal or sign maintenance. The current job description for this position requires training in traffic signal and sign maintenance.

8. The Street Division did not provide any formal training for employees during 2001. Several of the Division's employees attended training provided by outside organizations such as the Texas Engineering Extension Service (TEEX), but no training was provided for the traffic signal technician or the maintenance workers.
9. The Street Division does not maintain records of the mileage or hours of use of any of its equipment. While maintenance of equipment is not seen to be a problem, there is no documentation maintained by the division to keep track of equipment downtime.
10. The job description and operations of the division require the Animal Control Officer/Maintenance Worker to perform as a member of the street maintenance crew approximately 50% of the time, but the position is not required to have a commercial driver's license. This situation prevents the Animal Control Officer from operating some of the division's equipment and has created a feeling of inequitable treatment on the part of some employees.

UTILITIES DIVISION

The Utilities Division is responsible for the maintenance and operations of the Town's potable water distribution and wastewater collection systems. The Utilities Division is charged with providing an adequate, safe water supply at adequate pressure for domestic, consumption, irrigation and fire protection. It is also charged with operating an environmentally sound wastewater collection system. Addison contracts with others for its water supply and treatment and its wastewater treatment. The water distribution system includes one elevated storage tank, two ground storage reservoirs, two pump stations and 85 miles of distribution lines. The system also includes 900 fire hydrants, 2,000 valves and 3200 water services. The wastewater collection system includes 75 miles of collection mains, one lift station and 1,000 manholes.

The division has a computerized System Control and Data Acquisition (SCADA) System that allows for the remote monitoring and control of the water distribution system. The water and sewer systems are required to meet a number of state and federal regulations.

Utilities Division personnel are responsible for monitoring the operations of the two systems, for performing maintenance on the systems, for reading 3200 water meters monthly and for enforcing several environmental regulations including cross connection and backflow prevention.

The staff of the Utilities Division as depicted in the organizational chart (Chart 1) is directed by the Utilities Foreman and includes two Crew Leaders, one Utility Operator-Senior, two Utility Operator III's, two Utility Operator II's, and two Utility Operator I's.

1. Like the Street Division, the Utilities Division performs preventive maintenance, but does not have a formal scheduled preventive maintenance program. Repairs to the water distribution and wastewater collection system are performed on a complaint or worst-case first basis. Most maintenance is performed as directed by division supervisors. It is generally acknowledged throughout the division that most activities are performed in a reactive mode. Several employees commented that they are regularly called off of jobs to deal with customer service requests or other problems by their supervisors. There is a perception in the division that productivity suffers because of this practice. The division has fire hydrants on a five-year maintenance cycle. The division list of backlogged projects consists primarily of customer service requests.

The major exception to the lack of scheduling in the Utilities Division is meter reading, which is performed on a schedule provided by the Finance Department as described below. During the interviews, division personnel mentioned several needs for preventive maintenance including valve maintenance, manhole maintenance, sewer line inspection and fire hydrant inspection and maintenance.

2. The Utility Crew Leader has been maintaining a record of time spent by employees of the division since last July. Table 3 lists the major activities and the recorded time spent on each activity. The data represented in this table appears to record only about 70% of the available time for the personnel covered by the report. The report only accounts for the equivalent of 6.24 FTE's for the period covered out of an authorized 9 positions. Lost time may be accounted for by vacancies or by travel time. With that caution in mind, the report shows that the largest activities in terms of the time spent during the reporting period were water services repairs and daily operations/ROF which is the daily operations check of the pump stations and other facilities during which the rate of flow recordings are made to document

the water purchased from Dallas, both of which required about 11% of the time recorded or 70% of an FTE. Other significant consumers of personnel time were meter reading, tools & equipment maintenance, service order/calls, backfilling and concrete pours and fire hydrant inspection/repair. These activities required from 1/3 to 1/2 of an FTE.

3. WCG was provided a copy of a Utilities Division Preventive Maintenance program description. This document was not dated and cites the American Water Works Association as the source for guidelines for the maintenance intervals. The program describes a fire hydrant inspection/repair program, a valve operation and maintenance program, a leak detection program, a wastewater collection system preventive maintenance program and a manhole inspection program. Each section included standard operating procedures for the specific area of inspection or repair and an estimate of the time required to meet the desired schedule. The total estimated time required for all of these preventive services on an annual basis is over 4000 hours or almost the complete output of two full time positions. In addition to the undated program description, WCG received a copy of a memo dated March 19, 2002 from Jerry Davis, Utility Crew Leader, to Mike Murphy, Director of Public Works, which appears to be an outline of a specific work plan with maintenance activities listed and an apparent assignment of the jobs to individuals.

The Division operates a Vactor truck for wastewater collection line clearing and a TV camera for inspection of wastewater collection lines. According to the crew leader, the Vactor operates about four hours per day and the TV equipment is operated about 4 hours per month. The Vactor is also used in the excavation of utility lines.

4. As mentioned above, the Utilities Foreman is performing tasks and has responsibilities at a level similar to the Street Superintendent.
5. The Utilities Crew Leader is performing tasks that are generally performed by a first line supervisor in most other organizations.

TABLE 3

Utility Division Hours Worked 07/01 -02/02			
Function	Totals	Percentages	FTE
Water Services			
Repairs	971	11.22%	0.70
Daily Operations/ROF	970	11.21%	0.70
Meter Readings/Re reads	663	7.66%	0.48
Vacation/Holiday/Time Off	634	7.32%	0.46
Tools & Equip. Maint.	574	6.63%	0.41
Service Order/Calls	493	5.70%	0.36
Backfill & Concrete Pour	460	5.31%	0.33
Fire Hydrant Insp./Repair	413	4.77%	0.30
Meetings	313	3.62%	0.23
Pump Station Maint. Dead End Main	284	3.28%	0.20
Flushing	200	2.31%	0.14
Valve Inspect./Repair	196	2.26%	0.14
Meter Repairs	194	2.24%	0.14
Meter Info/Maps	179	2.07%	0.13
Water Samples/Maint.	176	2.03%	0.13
Meter Misc.	150	1.73%	0.11
Cleaning Sewer Line	148	1.71%	0.11
Sick Time Off	142	1.64%	0.10
Meter Box Repairs	130	1.50%	0.09
Maint. on Town Property	118	1.36%	0.09
Training/School	112	1.29%	0.08
Contractor Assistance	107	1.24%	0.08
TV Sewer Mains	100	1.16%	0.07
Sewer Lateral Repairs	92	1.06%	0.07
Water Main Repairs	79	0.91%	0.06
Sewer Main Repairs	72	0.83%	0.05
Parts Pick-up/Errands	70	0.81%	0.05
Inventory Parts	70	0.81%	0.05
Manhole Inspect./Repairs	64	0.74%	0.05
Other (14)	482	5.57%	0.35
Totals	8656	99.99%	6.26

6. Personnel designated as Utility Operator I, II, & III are performing many of the same functions, even though there is a significant difference in tenure and skill level described in the job descriptions of the I, II and III positions. Operator II and III positions require a TNRCC license. Personnel interviewed by WCG indicated that all of the personnel on the crews are performing the same tasks. State regulations and division procedures require a senior licensed employee on the job site, but personnel interviewed indicate that there are occasions in which Operator I's have been left on the job site without a senior employee on the job site. Employees of the Utilities Division indicated that on-the-job training was the main source of training for personnel in the division. Schools are routinely offered to personnel for advancement and certification.
7. As mentioned above, the Utilities Division and the Street Division share the use of a backhoe. Personnel in the Utilities Division believe that the Street Division has priority use of this piece of equipment.
8. The Utilities Division provides coverage for its operations after normal working hours with standby personnel, as does the Street Division. Division personnel rotate in this assignment on a weekly basis. Part of the responsibility of the standby person is to monitor the SCADA system to insure that the water distribution system maintains adequate pressure and flow. A laptop computer is assigned to the standby person for this purpose. Only personnel with at least six months experience are eligible to perform the standby function. According to the Utilities Division, during a recent malfunction of the water distribution system, the Town's elevated storage tank came very close to becoming empty. According to division personnel, a relatively new employee who was on standby was not familiar enough with the operation of the laptop and, when he became aware of the problem, decided to come in to the Service Center to correct it. The delay allowed the Town's elevated storage tank to become almost empty. Had this happened, the Town's fire protection would have been jeopardized. According to Utilities Division personnel, during a peak flow situation, it would take approximately an hour and a half for the elevated storage tank to empty during a critical incident. This situation would seriously jeopardize the Town's fire protection. It was also noted that the Fire Chief was not made aware of the low water situation. WCG was informed that a departmental meeting was held following this incident which resulted in revisions to the department's procedures to address this issue.

9. The Town sends out bills for utility services to its customers one time per month, a practice that is followed by many smaller utilities. The schedule provided to the Utilities Division by the Finance Department calls for the initial meter reading to take place over a three-day period. Re-reads are scheduled as needed to correct any problems noted in the utility billing process. The initial meter reading is generally scheduled around the tenth of the month to allow for a consistent schedule of billing by the Finance Department. The 3200 water meters have been divided into 7 reading routes. Reading is accomplished over a three-day period by scheduling two routes the first day, three routes the second day and two the final day. Each route is assigned to a different person. This means that seven different people perform the initial meter reading. The division supervisor assigns re-reads.

During the interviews, WCG was made aware of a problem with the newly installed meter reading software. Employees of the Utilities Division mentioned that they had seen a significant increase in the number of re-reads being generated by the utility billing software. This situation was causing an increase in the amount of time required to perform the re-reads. Employees also indicated some confusion over the operations of the hand held meter-reading units. These Radix units have been in use by the Utilities Division for ten years. However, in November, the Town installed new utility billing software that included new software for the Radix units. Shortly before the consultant conducted these interviews, a training session was held for personnel from the Utilities Division and the Finance Department by the software vendor. Employees were uniformly positive about this training, although some mentioned that this was the first formal training they had received in the operation of the Radix units. One individual had been using the handheld devices for several years and said that he learned several new functions during the training.

In follow up discussions with the Finance Department staff responsible for the utility billing system, WCG learned that they were aware of the situation and had taken steps to correct the problems. As they saw it, the situation was a result of four problems:

- a. Confusion over numbers that indicate the meter multiplier, called "perms". The new system did not require the entering of these numbers at the time of the reading, but meter readers did not know this and were entering them.
- b. Inactive accounts were not showing up as the meter reader progressed through the accounts. If the meter reader did not catch this, data were entered for the wrong account.
- c. The high/low checks in the handheld units were not working. They high/slow check can help avoid re-reads by letting the reader know instantly at the time of the reading that there is a problem with the data.
- d. Employees in the Utilities Division were not aware of the capability that they had with these units to customize the sequencing of accounts to fit their reading pattern.

The Finance Department had issued a work order to Radix to correct these problems at the time of our interview with them.

10. The Utilities Division is responsible for reading a number of water meters that are located in meter vaults below ground. In order to speed up the reading and insure the safety of the meter reader, the division installs "pit-paks" which are remote meter reading devices that are accessible at ground level. Without a device like this, reading these meters would require the reader to go down into the vault. In most cases this would require two people because of safety considerations. According to personnel in the division, there are situations in which only one person is reading meters in a vault.

At the present time almost 300 pit-paks are installed in the system. According to the division approximately 50 more meters need to have pit-paks installed. WCG also noted during the interviews that the Finance Department was unaware that the pit-paks round off the meter reading to the 1000's.

3

11. The division is not currently testing water meters on a regular basis. If a meter appears to be stuck, slow or leaking, the meter repair crew, composed of two employees, replaces the meter.
12. The Utilities Division is responsible for conducting and monitoring a number of water quality tests as part of the Town's compliance with state and federal water quality regulations. Those tests include a daily chlorine residual test, weekly bacteriological samples and quarterly trihalomethane tests. Normally the senior water operator is assigned to conduct these tests or accompany the state inspector. The person assigned to pump station maintenance each day conducts the chlorine residual test.
13. The Town has a cross connection control program for commercial establishments as part of its compliance with federal water quality regulations. The Utilities Division is currently conducting a program to install backflow prevention devices in all commercial buildings. These devices are required for all new commercial buildings and are required to be installed in existing buildings when there is a change of ownership or occupancy. Once installed the backflow prevention devices are required to be tested every three years. The senior water operator is responsible for this program. In the interest of customer relations, the division has been hand delivering the legal notices required for this program. The Public Works Department has recently reviewed the cross connection control program and is preparing recommendations to be submitted to the Town Council for a new Cross Connection Control Ordinance and new operating procedures for this program. As with the NPDES regulations mentioned above, the Department will be faced with additional inspection and record keeping requirements for this compliance effort.
14. The Texas Natural Resources Conservation Commission (TNRCC) will begin requiring the Town to comply with a new wastewater collection system inspection program, Capacity Monitoring Operation and Maintenance or CMOM. This regulation will require the Town to document its efforts to stop infiltration and inflow into the wastewater collection system. According to the Public Works Department, the full impact of this program is not known at this time.

15. As mentioned above, the division has a preventive maintenance program for the Town's fire hydrants. According to the current schedule, each fire hydrant will be checked and necessary maintenance performed once every five years. The preferred maintenance cycle according to the preventive maintenance program prepared by the division is three years. The division uses a manual system of 4x6 cards to record maintenance performed on the fire hydrants. The Fire Department conducts flow tests on the fire hydrants.

GOAL SETTING AND MANAGEMENT REPORTING

WCG was provided with a copy of the monthly management report submitted by the Public Works Department to the City Manager's Office and the list of annual goals and programs planned for Budget Year 2001-2002. The monthly report consists of a cover memo from the Public Works Director to the Assistant City Manager followed by reports documenting the activities of the Street Division, the status of Public Works capital projects related to both private development and Town construction, and a water consumption report. In addition, WCG obtained more detailed reporting from the Street Division and the Utilities Division documenting the actual time spent on various activities during calendar 2001 and 2002. The Crew Leader of the Street Maintenance crew maintains a detailed report documenting the hours spent by his employees on various activities by month for calendar 2001 and year-to-date for 2002. The reports prepared by the Utilities Crew Leader include the time spent by the Crew Leader and all of the maintenance and operations personnel reporting to him on various activities by month going back to July of 2001.

The objectives for the Public Works Department are organized by division. They are as follows:

Street Division Goals

- Repair sections of Addison Road and Keller Springs Road damaged by area wide construction projects.
- Contract the repair of minor pavement failures on various streets.
- Contract major repairs on Midway Road.
- Contract joint sealing on Quorum Drive south of Belt Line Road and on Westgrove.
- Contract sidewalk repairs and speed humps as needed.
- Continue increased efforts to replace worn and missing pavement markings citywide.
- Continue to provide community services consisting of brush and bulk item collection, response to all weather emergencies, traffic signal and street sign maintenance animal control services, special events management, and contract administration for street sweeping, garbage collection, recycling, and street lighting services.

Utilities Division Goals

- Implement cross connection control ordinance.
- Reduce unaccounted for water by leak testing service lines, fire hydrants and main lines.
- Increase the level of routine maintenance.
- Develop yard at Kellway Lift Station to include Vector Garage Facility.
- Continue with Cathodic Protection Program.
- Lindbergh Drive water main replacement.
- Wright Brothers/Wiley Post water main replacement.
- Brook haven Club Drive sanitary sewer line replacement.
- Convert water and sewer maps to a digital format.

1. The goals provided by the Department are very general statements of objectives without specific timetables or measurable quantities, specific construction projects or, in the case of the last one listed for the Street Division, a restatement of the Division's mission.

2. Most of the measures reported in the monthly report for the Street Division and Utilities Division are measures of activity. Requests for service, Households receiving routine pick-up of brush/bulk (not requested), Pot holes repaired, Right of way permits issued, Number of service orders, Feet of sewer line cleaned, etc. are all examples of measures of activity. Data is reported for each item on the report for the current month, the previous month, the year-to-date and the previous year-to-date. There is no documentation of how organizational objectives are tied to these measures or how the activities measured relate to results achieved.

3. The division's management reporting does not include any documentation of the contracted services, such as solid waste collection or street sweeping.
4. The capital project report for development lists the status of a number of private development projects and classifies them under three phases; "Plan Review", "Under Construction", or "Complete". There is no indication of the workload implications of these projects or the involvement of Town staff in the projects. For example, the Public Works construction inspectors would inspect projects under construction, but there is no reporting of their activity. Projects in the planning stage would generate activity for the engineers.
5. The capital project report for the Town's capital projects indicates the status of engineering on the project, the estimated total cost of the project, the status of right-of-way acquisition, the start and end of construction and the percentage of construction complete. It also includes a written comment on the project that provides additional explanation of the status of the project. The report does not include any comparative information such as the original estimated cost or original schedule.
6. The Public Works Department is not maintaining records of the training received by its employees. The division supervisors maintain individual employee records of training received.
7. The Public Works Department does not have a system for keeping track of customer service requests (CSR's) or the actions taken as a result of the CSR's.

COMMON FUNCTIONS—MULTI-CITY COMPARISON

As part of the information gathering for this project, WCG and the Town staff identified a group of “peer” cities with whose staffing levels for the functions being provided by the Addison Public Works Department could be compared. The cities were selected based upon a number of characteristics: geographic proximity to Addison, population, proximity to a similar metropolitan area, or similar service mix.

Table 4 below lists the cities used in the comparison.

TABLE 4A

Town of Addison Public Works Department Comparison Cities			
CITY	POPULATION	ASSESSED VALUATION	PER CAPITA A V
Carrollton	105,800	8,094,312,240	76,505.79
Richardson	91,050	7,933,433,019	87,132.71
Sugar Land	62,637	5,121,406,913	81,763.29
Coppell	34,800	2,947,038,759	84,685.02
Farmers Branch	26,900	3,688,451,149	137,117.14
University Park	24,250	2,897,412,311	119,480.92
Colleyville	20,000	1,920,528,759	96,026.44
West University Place	14,211	2,800,000,000	197,030.47
Bellaire	14,000	1,403,978,150	100,284.15
Addison	13,250	3,131,228,040	236,319.10
Webster	9,084	697,508,205	76,784.26
Highland Park	7,400	2,778,352,120	375,452.99

To assist in evaluating the comparison, this table includes the population of each city, its assessed valuation according to the current budget and the computed per capita assessed valuation for the Town. Addison ranks in the bottom quartile of the group according to its population, but ranks second in the group according to its assessed valuation per capita. Addison's assessed valuation per capita is significantly higher than that of the largest cities in the comparison.

TABLE 4B

Town of Addison Public Works Department Million \$ AV per Employee	
CITY	MILLION \$ OF AV PER EMPLOYEE
Highland Park	166.3
West University Place	140.0
Addison	136.1
Sugar Land	83.3
Richardson	71.5
Coppell	68.5
Colleyville	50.5
Carrollton	49.4
Farmers Branch	49.2
University Park	49.1
Bellaire	43.8
Webster	24.3

In analyzing the staffing information, we tabulated the information according to a number of common functions and not by the budgetary categories. The cities all had different organizational structures and budget coding. The categories used in the analysis were as follows:

TABLE 5

Town of Addison Public Works Department Common Functions—Multi-City Comparison
Engineering and Project Mgmt
Street & Drainage Mgmt
Traffic Signs & Signals
Brush & Bulk Pickup
Water Utility Dist & Collection Maint
Water Meter Reading
Animal Control
Administration

The detailed data used in this analysis is attached to this report as Appendix A. As a caution in looking at these numbers it should be noted that these cities have different service mixes and standards and different operational processes. It has also been noted that Addison has significantly more people than the permanent population in the Town during the day because of the extensive commercial and retail development in the Town. This comparison is intended to provide a general comparison of the level of staffing for these functions by Addison. Table 6 shows the total number of employees for these functions for each city and the computed number of employees per 1000 population. The number of employees assigned to these functions ranged from 16.7 (Highland Park) to 164 (Carrollton). The Addison Public Works Department has 23 assigned positions. Because of the wide range of populations involved, we computed a “per 1000 population” number of employees for each city for comparative purposes. The number of employees per 1000 population for these common functions ranged from 0.98 per 1000 (Sugar Land) to 3.15 per 1000 (Webster).

It is important to note that virtually all of the cities include bulk and brush pickup in the solid waste collection operation, which is separate from street maintenance and utility maintenance and in some cases is contracted out, similar to Addison.

As you can see from the detailed information in Appendix A, we have reported "0" for all of these cities for Brush & Bulk Pickup except Farmers Branch. This is a significant fact because this function represents almost 2 full time equivalent positions in the Street Division.

In gathering the information, WCG had discussions with the management staff of each city and made several observations about their operations. West University Place appears to be the closest to Addison in terms of population and service mix. West University Place has also recently undergone a reorganization of its Public Works Department and has consolidated personnel formerly in the street maintenance function with the personnel in utility maintenance into a new Public Works Operations Division. Sugar Land has the lowest number of employees per 1000 in this group and is also the city that most uses contract personnel to perform maintenance operations including street maintenance.

On a per 1000 basis, the Addison Public Works Department is almost exactly in the middle of the cities surveyed. The median per 1000 of these cities is 1.82 per 1000 compared to 1.74 per 1000 for Addison.

TABLE 6

Town of Addison Public Works Department Comparison Cities			
TOWN	POPULATION	TOTAL NUMBER OF EMPLOYEES	PER 1000 POPULATION
Carrollton	105,800	164	1.55
Richardson	91,050	111	1.22
Sugar Land	62,637	61.5	0.98
Coppell	34,800	43	1.24
Farmers Branch	26,900	75	2.79
University Park	24,250	59	2.43
Colleyville	20,000	38	1.90
West University Place	14,211	20	1.41
Bellaire	14,000	32	2.29
Addison	13,250	23	1.74
Webster	9,084	28.65	3.15
Highland Park	7,400	16.7	2.26

RECOMMENDATIONS

As we stated in the introductory section of this report, citizens of Addison have a high level of satisfaction with the services provided by the Department of Public Works as evidenced by the UNT survey mentioned in the introductory section of this report and by the apparent low level of complaints about activities and areas of Public Works Department operations being received by the Department and the City Manager's Office. The concerns which led to this review of the Public Works Department had to do not with the overall level of citizen satisfaction, but with opportunities to improve the overall efficiency and effectiveness of the Department, the perception that the Department was not performing certain preventive maintenance activities and a concern about the lack of back up and planning for retirement of key field personnel.

WCG believes that there are opportunities for the Public Works Department to improve the overall efficiency and effectiveness of its operations by adjusting the organizational structure, clarifying responsibilities, developing better documentation and reporting, and by adding a limited number of additional personnel.

ORGANIZATIONAL STRUCTURE

Appendix B presents a suggested new organizational structure for the Public Works Department. Principal differences between this organization structure and the current structure are as follows:

1. We recommend that the Street Division be renamed the Public Works Services Division. As noted in the report above, a very small part of the activities of this division involve street maintenance. The division is responsible for performing or overseeing a wide variety of services for the Town.
2. We recommend the creation of an Engineering and Inspection Division, supervised by the Assistant Director of Public Works. Tied to this recommendation is the recommendation that the Construction Inspector and Assistant Construction Inspector be moved from the Street Division to this division. The work of these two employees is tied closely to the work of the engineers and should be overseen by the Assistant Director of Public Works.

3. We recommend that an administrative support position, such as an administrative assistant, be added to the office of the Director of Public Works. Responsibilities for this position will include assisting in the development of the additional record keeping for the various compliance programs noted above, as well as development of the documentation for the goal setting and performance measurement activities mentioned below.
4. We recommend reclassification of the Utility Foreman position to Utilities Superintendent. The current level of responsibility for this position is equivalent or should be equivalent to that of the Street Superintendent.
5. We recommend reclassification of the Crew Leader positions in both the Street Division and the Utilities Division to Field Supervisor. The level of responsibility for these positions is equivalent to a first line supervisor in most organizations.
6. We recommend that the job description and functions of the Animal Control Officer/Maintenance Worker be modified so that this position is designated as the back up for the Technician-Signs/Signals. Technical training in traffic sign and signal maintenance should be provided to this person. The Technician-Signs/Signals is recommended to continue as the back up Animal Control Officer.
7. We recommend that an additional Maintenance Worker position be added to the Field Operations (Street) Division. This additional position will provide for the replacement of the hours provided by the Animal Control Officer/Maintenance Worker and will provide for a four-person crew for street maintenance activities.
8. We recommend that the Senior Operator position in the Utilities Division be reclassified to a Water Quality Technician.
9. We recommend that a Systems Operations Section be established in the Utilities Division. This section will include the Senior Utility Maintenance Worker and a Maintenance Worker II position that will report directly to the Utilities Superintendent. Responsibilities for the employees in this section will include water quality and environmental regulatory activities including testing and the backflow prevention program, meter reading, meter testing and meter repairs.

The two employees assigned to this section can read water meters on a 4-day schedule only slightly different than the 3-day schedule currently being followed, but still within the parameters established by the Finance Department. They will also be responsible for conducting all re-reads of meters. This should allow these employees to maintain a familiarity and proficiency with the meter reading system that is higher than the present method of having seven different people involved. It is also recommended that the Utility Maintenance Worker II be cross-trained to back up the Senior Utility Maintenance Worker (Water Quality Technician) in the environmental monitoring and backflow prevention programs.

10. We recommend that the Utility Operator III position be clearly defined as a lead worker position and that the job description and duties be modified to establish these responsibilities.
11. We recommend that the Utilities Division develop a plan for completing the installation of pit paks in the remaining underground water meter vault locations as soon as practical.

PLANNING AND GOAL SETTING

There is currently no way to quantitatively measure the performance of the Public Works Department. As noted in the comments above, current goals and objectives are not specific and generally do not have time frames associated with them. In order to develop these measures, the Department should develop a departmental business plan that includes specific measurable goals and objectives.

1. We recommend that the Public Works Department develop an organizational mission or purpose statement. Following the development of the departmental statement, a complementary statement should be developed for each of the three divisions. The development of these mission or purpose statements will answer the basic question, why does the organizational unit exist?
2. We recommend that the Public Works Department and each division identify the key indicators of performance (KIP's) for each mission or purpose statement. Key indicators of performance identify the factors that must be measured in order to know if the organizational unit is achieving its organizational mission.

3. We recommend that the Public Works Department and each division develop results oriented performance measures for each key indicator of performance identified. In identifying these measures, the Department should identify measures of fact and measures of perception. Measures of fact are quantifiable measures of the results achieved by the Department, which can be captured in the departmental management reporting system. Measures of perception are measures of what the customers/citizens think about the Department's activities. Measures of perception can be gathered by general citizen surveys such as the one conducted for the Town by UNT or by specific surveys conducted by the Town of specific customer groups such as those people having contact with animal control, or those citizens whose calls are recorded on customer service requests (CSR's). In addition to developing performance measures for services provided directly by the Public Works Department, similar performance measures should be established for each service provided by an outside contractor. All of these performance measures should be included in the Department's monthly management reporting submitted to the City Manager.
4. We recommend that the next citizen satisfaction survey be modified to add more specific questions relating to the water utility operations. Specific questions about water pressure problems, taste or other factors can add to the information about citizen perceptions regarding the operations of the utility and can provide a frame of reference for the evaluation of Utilities Division operations.
5. Once the key indicators of performance and the performance measures have been developed, we recommend that the Department develop specific organizational goals and objectives for each division. Organizational goals will address all areas of the Department's responsibilities including on-going activities such as response to CSR's and routine activities such as bulk/brush pick up, as well as a number of areas of preventive maintenance which are not now being addressed.

The goals should be SMART goals:

Specific - Goals should be very specific statements of intent. "The Utilities Division will inspect and repair water distribution valves..."

Measurable - Goals should have quantifiable measures. "The Utilities Division will inspect and repair 300 water distribution valves..."

Achievable - Goals should be achievable with the available resources of the organization. "One crew of the Utilities Division will inspect and repair 300 water distribution valves..."

Relevant - Goals should be relevant to the organization's mission or purpose. "One crew of the Utilities Division will inspect and repair 300 water distribution valves in order to insure that the water distribution system operates properly and that the proper pressure is maintained in the system..."

Time Frame - Goals should have a specific time frame or date. "One crew of the Utilities Division will inspect and repair 300 water distribution valves by September 30th in order to insure that the water distribution system operates properly and that the proper pressure is maintained in the system."

6. Employee performance evaluation documentation should be modified to reflect the new organizational goals and objectives.
7. We recommend that a specific targeted customer satisfaction survey designed to gather detailed information about the animal control program be conducted of people who have had contact with the animal control program. The recent UNT survey item regarding the animal control program indicated that only 37.5% of those responding thought the program was excellent, 50.5% rated it as good and 12.0% rated the program as fair or poor. These responses indicate respondents were less positive about this service area than most other services, but do not indicate specifically which aspects of the service are a concern. A targeted survey aimed at citizens who have used the service will provide information that will enable the Public Works Department to better evaluate the current level of service.

8. We recommend the Town consider conducting a targeted customer satisfaction survey of solid waste collection customers approximately six months prior to the end of the current contract for these services. This survey could provide information that would assist the Town in negotiations for the next contract.

DOCUMENTATION OF ACTIVITIES

Measurement of the Public Works Department's activities will require the development of a system for documenting the activities. The added position of Administrative Assistant is intended to strengthen the Department's ability to manage the administrative functions supporting this system of documentation. The goal setting process suggested above will significantly improve the documentation of Department activities.

1. We recommend the Public Works Department acquire a work order system for keeping track of the activities of the Department. The Department does not now keep track of costs associated with its maintenance and operations. A work order system would allow the tracking of employee costs, equipment costs and materials for these activities.
2. We recommend the Public Works Department develop or acquire an automated system for monitoring the customer service requests (CSR's). This system should allow the Department to keep track of all CSR's, who initiated the request, the action taken to satisfy the request and the timeliness of the action. This system should feed into the Department's management reporting process and facilitate the operation of the prioritization system recommended below.
3. We recommend that the Public Works Department develop documentation that will allow for the monitoring of the solid waste and street sweeping contracts.
4. We recommend that the employee performance evaluation system be modified to include specific goals and objectives that reflect the individual responsibilities that are associated with the organizational goals and objectives. Supervisors should establish clear goals and responsibilities for personnel in the Department that reflect their contribution to the achievement of organizational goals and objectives

5. We recommend that performance evaluation training be provided to supervisors once the evaluation system has been modified. Training should orient the supervisors to set performance goals for the "Meets Expectations" level in the five point system. This level then represents the target for acceptable performance. Level 4-Exceeds Expectations and Level 5-Outstanding would be used for performance areas in which the employee truly exceeds the performance expectation. Level 2-Below Expectations would indicate that an area or performance did not meet the pre-established standard and Level 1-Unacceptable would communicate to the employee that a serious performance deficiency exists, which if not corrected could lead to termination.
6. We recommend that the Street Division be charged with implementing the Micro PAVER system and developing a street condition inventory to serve as a guide to the Department's street maintenance activities.
7. We recommend that job descriptions for the Public Works Department positions be modified to fit the new organizational structure and revised responsibilities.

REVIEW OF POLICIES AND PROCEDURES

In our opinion, the one the major factors affecting the productivity of the Street Division & Utilities Division is the policy of treating all customer service requests with the same priority, including the policy of responding to all requests for pick up of brush or bulk waste by the end of the day they are received in addition to the two days per week the Street Division schedules pick up of these items. This policy is acknowledged by personnel in the Department as limiting the Department's ability to perform routine maintenance and repairs and results in personnel regularly being pulled off of other jobs.

1. We recommend that the Town develop a method of prioritization for responses to CSR's and other routine activities. The current practice makes every CSR, in effect, an emergency. While some customer calls do require a rapid response due to potential loss of property or personal injury, every call does not. The other result of treating every call as an emergency is that it is not possible to schedule work, both routine maintenance activities and the responses to the CSR's.

2. We recommend the Town review the current policy of offering brush and bulk waste collection under the schedule and priority this function now receives. As part of the common function survey of the peer cities, WCG inquired about the brush and bulk waste collection policies of the other cities. The predominant practice is to limit collection of items to one scheduled collection per week or less. Many of the cities surveyed also limit the amount or size of items picked up. If the Town is able to limit the pick up of brush and bulk waste even to the two days currently scheduled, that would allow the Department to schedule more preventive maintenance activities. We also recommend that the bulk and brush waste policy be documented in a written policy or ordinance.
3. We recommend that the Department establish a policy of limiting the operation of the distribution system and SCADA monitoring to employees at the level of water operator or above. The current policy of placing responsibility for monitoring the water system on any person assigned to standby for after hours emergencies can result in employees with limited experience responsible for the integrity of the water system. We also recommend that the Utilities Division establish a policy of immediately informing the Fire Department in situations in which there is a potential loss of pressure in the water distribution system.
4. We recommend the Town of Addison review its compensation philosophy and consider a comprehensive study of the Compensation Plan. As a result of the brief comparison We made of pay levels for a number of positions in the Public Works Department, it appears that pay levels for positions in Addison are not competitive with similar positions in other organizations. In addition, the changes that are being recommended in this report for a number of positions in the Public Works Department suggest that a review of the classification system is also appropriate. Because of the limited staff in the Public Works Department and the technical nature of many of the positions, the maintenance of a competitive pay system will be increasingly more important, particularly as the Department is faced with replacing retiring employees.
5. We recommend the Public Works Department consider the development of a skill-based pay system for field maintenance positions in the Utilities and Street Divisions. This type of pay system can contribute to the retention of employees.

6. We recommend that the Public Works Department develop a plan for providing regular technical and safety training for employees of the Department. The Department should also develop a system for keeping track of the training being provided to employees.

SUCCESSION PLANNING

The small number of positions in the Public Works Department makes the development of the next generation of supervisors and technicians impractical. We believe that the recommendations for additional planning and documentation will contribute significantly to protecting the Town from the loss of “institutional memory” through the retirement of key supervisors and technical personnel. There are some additional steps that can make succession planning more seamless.

1. We recommend that the Human Resources Department begin to develop a tentative retirement schedule for personnel who are within five years of retirement. Employees should be asked to establish a tentative date for their departure from the organization. This schedule will allow the Public Works Department to manage the transition more effectively.
2. The Public Works Department should continue to provide cross training for key personnel in the Department such as the Senior Water Operator, the Technician-Signs/Signals and others.



APPENDIX • A COMPARISON OF COMMON FUNCTIONS BY CITY

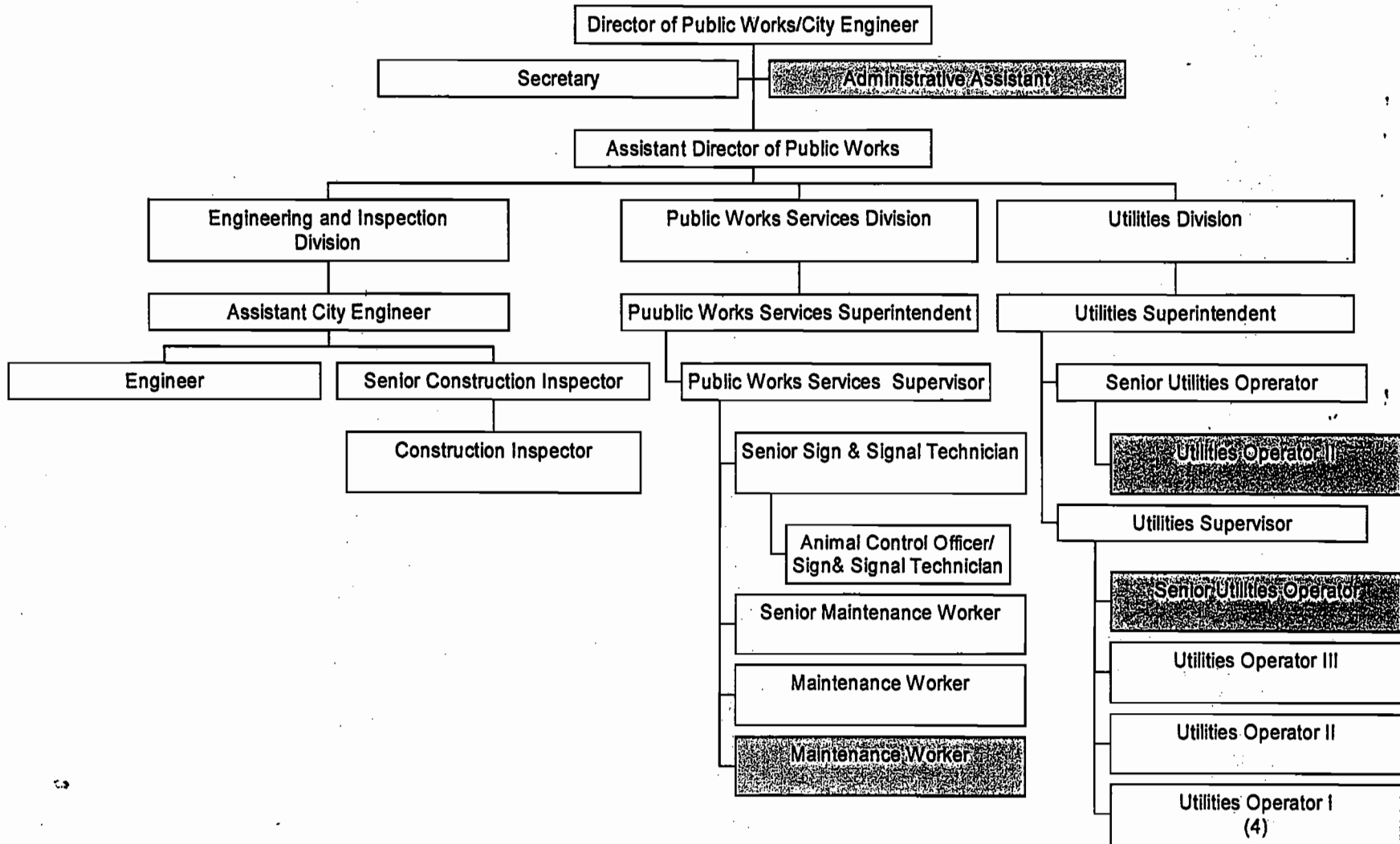
APPENDIX A

CITY	POPULATION	NUMBER OF EMPLOYMENT	POPULATION
Carrollton	105,800	164	1.55
Richardson	91,050	111	1.22
Sugar Land	62,637	61.5	0.98
Coppell	34,800	43	1.24
Farmers Branch	26,900	75	2.79
University Park	24,250	59	2.43
Colleyville	20,000	38	1.9
West University Place	14,211	20	1.41
Bellaire	14,000	32	2.29
Addison	13,250	23	1.74
Webster	9,084	28.65	3.15
Highland Park	7,400	16.7	2.26

0.98
1.22
1.24
1.41
1.55
1.74
1.9
2.26
2.29
2.43
2.79
3.15

APPENDIX B

Town of Addison
Public Works Department
Recommended Organizational Structure





APPENDIX • B RECOMMENDED ORGANIZATIONAL CHART

Audit File

Judy Stafford

From: Stacy Layton [slayton@watersconsulting.com]
Sent: Thursday, December 12, 2002 11:20 AM
To: jstafford@ci.addison.tx.us
Subject: FW: Addison Customer Service Survey Results

Judy,
Let me know if you need anything else.

Stacy

Stacy V. Layton
Director of Business Development & Operations
The Waters Consulting Group, Inc.
2695 Villa Creek Drive, Suite 104
Dallas, Texas 75234
972.481.1950 972.481.1951/fax
slayton@watersconsulting.com <mailto:slayton@watersconsulting.com>

-----Original Message-----

From: Stacy Layton
Sent: Wednesday, November 13, 2002 8:58 AM
To: Judy Stafford (jstafford@ci.addison.tx.us)
Subject: Addison Customer Service Survey Results

Good morning Judy,

Rollie asked me to forward this information to your attention this morning.

Item 1 is our customer service rating scale (see below).
Item 2 is the link to the actual survey so that you can view the survey questions (see below). Item 3 is the scores we received from Michael Murphy (see below).

Thanks so much for checking in to this for us.

Stacy

Item 1 is our customer service rating scale:
1 = strongly agree.
2 = somewhat agree.
3 = neither agree or disagree
4 = somewhat disagree
5 = strongly disagree
6 is reserved for "not applicable"

Item 2 is the link to the actual survey so that you can view the survey questions: To see the questions on the survey, go to the link below, but FIRST look at the results at the bottom of this email. http://www.watersconsulting.com/Surveys/cs_consulting2.htm

Item 3 is the scores we received from Michael Murphy:

_Name: Mike Murphy
_Email: mmurphy@ci.addiso.tx.us
_Organization: Town of Addison
_Title: Director
_Department: Public Works
_Scope: Performance Management
_WCGManager: Chris Hartung
_Phone:
_Fax:
_ContactMethod: Email

Understanding: 4
CurrentIssues: 4
Interest: 3
Communication: 3
TelephoneDemeanor: 3
CreativeSolutions: 3
Detail: 4
OnsiteAppearance: 1
Actions: 4
Expectations: 3
Quality: 4
Value: 2
ProgressInformation: 3
Involvement: 4
TimelyWork: 3
Recommendations: 4
Comments:

The Waters Consulting Group, Inc. Customer Satisfaction Survey

Greetings. We at the Waters Consulting Group, Inc. (WCG) value our clients and their opinions about the services we provide.

In an effort to gain feedback about our projects, we will be surveying clients on a regular basis regarding their satisfaction with our services

WCG appreciates your candor and effort in helping us improve our customer service.

Please include the full name of your organization - no abbreviation please.

*** Required information**

Contact Information . please provide your contact information below

Name

Organization *

Title *

Department *

Project Scope *

WCG Project Manager *

Phone

Fax

Email

Please contact me by

Expectations. WCG's customer service exceeds expectations.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
○	○	○	○	○	

Understanding. WCG shows that its staff of consultants understand what is special and unique about our organization.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
			○		

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Value. The delivered products, services, and advice received from WCG prove to be valuable to our organization.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Current Issues. WCG shows that its staff of consultants is knowledgeable about current issues that affect our organization.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Interest. WCG displays an interest in the organization's concerns.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Actions. WCG anticipates problem areas and takes initiative to resolve them.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Communication. WCG notifies us promptly of proposed changes in scope and seek approval.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Involvement. WCG listens well to our input and responds accordingly.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
-----------------------	-----------------------	-----------------------	-----------------------	-----------------------	-----------------------

Creative Solutions. WCG's proposed solutions are innovative.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Progress Information. Sufficient information about the progress of the project is communicated in a timely manner.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Timely Work. Work is timely and WCG meets proposed deadlines.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Quality. WCG's work is complete and of high quality.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Detail. Work is thorough and well documented.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

Onsite Appearance/Demeanor. The consultant projects a professional appearance and demeanor when visiting our organization.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Answering Telephones Demeanor. WCG's support staff is professional and pleasant when answering telephone calls.*

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	

Recommendations. We would not hesitate to recommend WCG's services to others.

strongly agree	somewhat agree	neither agree nor disagree	somewhat disagree	strongly disagree	not a
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	

Comments. In the space below, please write any additional comments (positive or negative) you have about the project.

Thank you and if you have any questions please contact :
Rollie Waters - The Waters Consulting Group, Inc - 2695 Villa Creek Dr., Suite 104 -
Dallas, TX 75234
Phone: (972) 481-1950 - Fax:(972) 481-1951
e-mail: rollie@watersconsulting.com

Submit Survey	Clear Answers
---------------	---------------

INTRODUCTION

The Town of Addison, Texas is located in northern Dallas County adjacent to the cities of Dallas, Farmers Branch and Carrollton. The Town has a current population of more than 11,000 and is intensely developed with significant areas of the community characterized by high density commercial and office developments. The residential development in the community includes a mix of high-density multi-family and large single-family homes. The Town has traditionally prided itself on the high level of service provided to its residents and business community. The Public Works Department is organized into three divisions: Engineering, Utilities and Streets.

In an effort to evaluate the effectiveness and efficiency of the Department's operations and to look for opportunities to improve services to the citizens, the Town contracted with The Waters Consulting Group, Inc. (WCG), a Dallas-based management consulting firm, to conduct a third party performance review of the operations of the Department. WCG understood that the Town was interested in (1) looking at the utilization of division personnel, (2) making comparisons of staffing in the Town of Addison Public Works Division versus a peer group of other cities for common functions, and (3) looking for opportunities for cross training and cross utilization of department personnel. This is in an effort to improve the efficiency of the Department and provide enhanced career opportunities for employees as well as improve the overall effectiveness of the Department in meeting its goals and objectives.

AN OVERVIEW OF WCG'S APPROACH TO THE STUDY

The initial phase of this effort involved interviews by WCG with various Town staff members, including the City Manager, Assistant City Manager, Director of Public Works and others as appropriate, to clarify the work plan and develop a specific schedule for the project. WCG requested copies of written documentation about the operations of the Public Works Department including the following:

- *Budget documentation and monthly financial reports*
- *Management and activity reports*
- *Organization charts and roster information*
- *Job descriptions for positions in the department*
- *Organizational mission, purpose and strategic planning information, if available*
- *Citizen complaints and requests for service*
- *Personnel actions by employees including disciplinary actions, grievances and appeals*
- *Employee performance appraisal documentation*
- *Selected incident reports*
- *Departmental policy manuals and operating procedures*

During the second phase of this project, WCG interviewed all members of the Public Works Department, individually in one-on-one sessions. These interviews allowed individuals to discuss their perceptions of departmental operations and voice any other concerns in a confidential setting. Additionally, the interviews provided WCG an opportunity to discuss with employees areas such as perceived organizational mission and objectives, communications, departmental supervision and leadership, training and development and departmental policies and standard operating procedures. WCG also interviewed other Town employees including the Director of Finance, Tax Assessor/Collector, Finance Department employees, Police Chief, and Fire Chief to gather information about interactions between the Public Works Department and other Departments.

This phase of the project also involved gathering staffing and workload data for common functions from a group of "peer" cities in order to compare the staffing level of the Town of Addison Public Works Department to these cities. WCG worked with the Department Director, Assistant City Manager and City Manager to identify a group of cities for comparison purposes. In selecting the cities, consideration was be given to population, geographic size, economic base, services provided and perceived quality of service. The cities selected for the comparison, their assessed valuations and per capita assessed valuations are:



PUBLIC WORKS DEPARTMENT
Post Office Box 9010 Addison, Texas 75001-9010

(972) 450-2871 FAX (972) 450-2837
16801 Westgrove

Tuesday, April 15, 2002

Mr. Chris Hartung
The Waters Consulting Group, Inc.
2695 Villa Creek Drive, Suite B-104
Dallas, TX 75234-7358

Dear Mr. Hartung:

Here are the answers to your Additional Information Request dated 03/27/02. Please feel free to contact me if you have any further questions.

An operator I is an entry level position that requires having a related work experience in the water industry such as being a plumber's helper or working with a utility contractor. We have made concession in the past by hiring an applicant with no prior utility experience. The operator I is under direct supervision from the Crew Leader or more experienced operator. Daily crew assignments are scheduled so that an operator I is matched with an Operator II, III or Senior Operator. Everyone pulls together on the job site in order to complete the job assignment. The difference in responsibilities at any given time is that the lead operator on site is responsible for job safety and completion.

A Senior Operator's responsibilities are the same as an Operator I, II and III plus, he takes monthly bacteriological samples and witnesses the collection of other TNRCC sampling requirements. He performs Certificate of Occupancy inspections and stands in for the Crew Leader in his absence.

Operator 1 - Position requires minimal experience.

Operator II - Position requires one year experience in the Utilities Division

Operator III – Position requires one year of experience in the Utilities Division plus either a water or wastewater certificate from TNRCC. Note – you must have two years experience in working in the Utilities Industry.

Senior Operator – Position requires two years of related experience plus Class C water and wastewater certificates.

**FACILITIES & FLEET SERVICES
2002-03 BUDGET RECOMMENDATIONS FOR**

Utilities DEPARTMENT

Please include the following line items and recommended maintenance /repair items when preparing your department budget.

Line Items -

Building Maintenance Account 54910

- | | | |
|----|---|---------------|
| 1. | All Miscellaneous Repairs,
carpet/upholstery cleaning,
plumbing, electrical, misc.
installations, etc... | \$ <u>-0-</u> |
| 2. | HVAC Maintenance | \$ <u>-0-</u> |
| 3. | Custodial Services | \$ <u>-0-</u> |
| 4. | Elevator Maintenance | \$ <u>-0-</u> |
| 5. | Generator Maintenance | \$ <u>-0-</u> |
| 6. | Suggested Maintenance Items
listed below and 5 YR.MAINT.PLAN ITEMS.
Maintenance Plan costs not included here. | \$ <u>-0-</u> |

Building Security Account 56130

- | | | |
|----|--------------------|------------------|
| 1. | Monthly Monitoring | \$ <u>1,412.</u> |
| | Repairs | \$ <u>1000.</u> |

Telecommunications Account 56110

- | | | |
|----|---|-------------------|
| 1. | Monthly line charges, Voice & Data
Connection, Data Circuits, 1FB Lines
Long Distance Charges ARE NOT included
In this amount. | \$ <u>20,158.</u> |
|----|---|-------------------|

Telecommunications Account 54650

- | | | |
|----|---|-----------------|
| 1. | Repairs, moves, adds, and changes.
Telephone System Maintenance
Two-way Radios (if applicable). | \$ <u>1000.</u> |
|----|---|-----------------|

Suggested Maintenance / Repair Items To Be Included In Account 54910 - IF THE DEPARTMENT HAS ADDITIONAL ITEMS TO BE INCLUDED, PLEASE ADD THEM BELOW AND SEND A COPY OF THIS PAGE BACK TO FACILITIES SERVICES. THANK YOU!

Pg. 2
FFS Budget Recommendations

Motor Vehicle Account 54510

1. Maintenance \$ 15,000.

Heavy Equipment Account 54530

1. Maintenance \$ 6,000.

Fuel & Lubricants Account 52310

1. FOL's & Fuel Surcharge \$ 8,500. ✓

Vehicle /Equipment Replacement - UTILITY FUND - 61-711-58510

Vehicle(s) / Equipment to be reviewed for replacement - Yes x No

If Yes - Vehicle(s) ID Number and estimated replacement cost -

0704-95-13 – 1995 GMC ¼ ton truck – est. \$ 20,000

If you have any questions, or plan to make any additions or deletions please give me a call at 450-2848. Thank you.

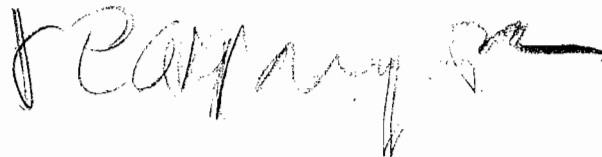
**Utilities Division
Mission 2002-2003**

The Utility Division's mission is to provide a continuous delivery of potable and palatable water supply with adequate volume and pressure to all residential, commercial, industrial and public water consumers. Maintain the quality of wastewater for public health enjoyment, protecting wildlife, operating industries and for economic development.

The following programs are essential to maintain the quality of our water supply:

- Collecting Daily Chlorine Residuals (~~over 130 a month~~)
- Collecting Weekly Bacteriological Water Samples (~~15 a month~~)
- Flushing Dead End Water Mains (~~35 sites~~)
- Annual Inspection Report of our Ground and Elevated Reservoirs
- Fire Hydrant and Main Valve Inspections
- Cross Connection Control Program
- Cleaning and Televisive Inspection of our Wastewater Collection System

Continued training, with all the rules already in place each year new rules are added and or revised that broadens the responsibilities on a utility operator.

A handwritten signature in black ink, appearing to read "J. P. [unclear]".

**Utilities Division
Accomplishments 2002-2003**

During FY 1998-99 Preventative Maintenance continued to be the division's main focus.

This involved testing 150 water meters for accuracy, inspection and repair of 87 fire hydrants and 124 water valves to insure their proper operation.

Also, during FY 1998 Utility Crews repaired 6 water main line breaks and 13 service line leaks.

Additionally, 15,000 feet of sewer line was cleaned and 5,000 feet of sewer line was televised.

A leak testing survey has begun which will test 2,700 water services for undetected water leaks.

- Converted 30 water meters located in deep vaults to above ground registers for easier reading and access.

- Changed out 257 water meters in Addison Place, Lindbergh, and Billy Mitchell.
- The installation of one 3 MGD and one 5 MGD water pumps, emergency generator, and the installation of a computerized monitoring system at the Celestial Pump Station.

- Rebuilt #5 500hp electric motor at Celestial Pump Station.

- Completed the inspection, servicing and painting of all Town owned fire hydrants.

Utilities Division

Goals 2002-2003

Convert remaining water meter in deep vaults to above ground registers.

Update the water ordinance to formalize a Cross-Connection Control Program.

Develop and adopt one wastewater ordinance from the existing two ordinances.

Continue to work on stated Preventive Maintenance Program.

Installation of ~~emergency generator and fence~~ at Kellway Lift Station.

new pump at

Change out 60 water meters on Wily Post Road, Wright Brothers Dr. and Addison Place

~~Replacement of the 8" water main on Marsh between Spring Valley and Brookhaven.~~ Replacement of OLD & deteriorated 8" main

Continue on Preventive Maintenance Program.

According
to 5-year plan

TOWN OF ADDISON 2002-03 BUDGET DEVELOPMENT

Expanded Level of Service Submittal

Department **711 Public Works** Request Priority # **1**

ELS Name **Reclass to Utilities Superintendent (leve 19 E) from Utiliies Foreman (level 13 N)**

ELS Description with anticipated service enhancements and/or efficiencies

Reclassification of the Utility Foreman position to Utility Superintendent. This reclassification is recommended per the 2002 Comprehensive Performance Study of Public Works. Anticipated results are: increased job performance and efficiency resulting from a classification that more accurately reflects and compensates the job duties and functions associated with those of a Utilities Superintendent.

First Year Cost Distribution

5 Digit Expenditure Code

Year 1 Cost

51110	\$ 4,000
51210	5,400
51310	493
medical and other	825
Total*	\$ 10,718

* Make sure Year 1 totals match.

Annual Costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personal services	5,318	5,584	5,863	6,156	6,464	\$ 29,385
Supplies (car allowance)	5,400	5,400	5,400	5,400	5,400	\$ 27,000
Maintenance						\$
Contractual services						\$
Capital outlay						\$
Total*	\$ 10,718	\$ 10,984	\$ 11,263	\$ 11,556	\$ 11,864	\$ 56,385

TOWN OF ADDISON 2002-03 BUDGET DEVELOPMENT

Expanded Level of Service Submittal

Department

Request Priority #

ELS Name

ELS Description with anticipated service enhancements and/or efficiencies

First Year Cost Distribution

5 Digit Expenditure Code

Year 1 Cost

\$ -

Total*

\$ _____

* Make sure Year 1 totals match.

Annual Costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personal services	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	\$
Supplies	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	\$
Maintenance	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	\$
Contractual services	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	\$
Capital outlay	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	\$
Total*	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

TOWN OF ADDISON 2001-02 BUDGET DEVELOPMENT

Expanded Level of Service Submittal

Department: Public Works utilities - 711 Request Priority #: 1

ELS Name: Senior Utility operator - customer service

ELS Description with anticipated service enhancements and/or efficiencies

As results of the Public Works Audit the Audit group believes there are opportunities for the Public Works dept. to improve the overall efficiency and effectiveness of its operation by creating this position that will consist of supervising the water quality and environmental regulatory activities including collection of bacteriological water samples, chlorine residuals and lead/copper monitoring. Also Supervises the backflow prevention program. This person will also perform tasks such as meter reading, meter repairs, testing and programming, inventory parts and ordering, under general supervision of Utilities Supervisor.

First Year Cost Distribution

5 Digit Expenditure Code	Year 1 Cost
5110 Salaries	\$23,046.00
11% 51350 TMRF	2,535.00
4% 51410 Def. Comp	921.00
36% 51450 Medical	8,296.00
14% 51470 Medicare	334.00
51130 overtime	4,000.00
52710 uniforms	1,400.00
52010 supplies	1,000.00
76-58510 vehicle	22,500.00
Total	\$63,032.00

* Make sure Year 1 totals match.

Annual Costs

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Personal services	39,532.00	41,508.00	43,583.00	45,762.00	48,050.00	\$
Supplies	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	\$
Maintenance						\$
Contractual services						\$
Capital outlay	22,500.00	1,000.00	1,000.00	1,000.00	1,000.00	\$
Total*	\$	\$	\$	\$	\$	\$

63,032.00 43,508.00 45,583.00 47,762.00 50,050.00

TOWN OF ADDISON
DEPARTMENT 711 ONLINE BUDGET
AS OF 02/20/02

% OF YEAR REMAINING = 61

ACCOUNT # DESCRIPTION	REVISED BUDGET	EXPENDED YTD	EXPENDED PTD	ENCUMBERED	AVAILABLE BALANCE	PERCENT AVAILABLE
61-711-51110-00000 SALARIES	465,270.00	193,482.84	193,482.84	0.00	271,787.16	58.42 %
61-711-51110-00100 SALARIES - Y2K	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-51120-00000 MERIT BONUS	23,270.00	12,224.24	12,224.24	0.00	11,045.76	47.47 %
61-711-51130-00000 OVERTIME	42,930.00	16,381.50	16,381.50	0.00	26,548.50	61.84 %
61-711-51130-00015 OVERTIME	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-51140-00000 LONGEVITY PAY	4,630.00	4,737.84	4,737.84	0.00	107.84-	2.33-%
61-711-51170-00000 VACATION BUYBACK	2,600.00	2,106.92	2,106.92	0.00	493.08	18.97 %
61-711-51180-00000 SICK LEAVE BONUS	1,510.00	2,266.02	2,266.02	0.00	756.02-	50.07-%
61-711-51190-00000 OUTSIDE LABOR	100,000.00	34,189.74	34,189.74	0.00	65,810.26	65.81 %
61-711-51210-00000 CAR ALLOWANCE	9,540.00	3,668.93	3,668.93	0.00	5,871.07	61.54 %
61-711-51250-00000 TUITION REIMBURSEMENT	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-51310-00000 TMRS	67,070.00	29,195.45	29,195.45	0.00	37,874.55	56.47 %
61-711-51350-00000 DEFERRED COMPENSATION	12,000.00	5,096.64	5,096.64	0.00	6,903.36	57.53 %
61-711-51410-00000 GROUP HOSPITAL AND LIFE INS.	60,000.00	24,142.78	24,142.78	0.00	35,857.22	59.76 %
61-711-51450-00000 MEDICARE	6,000.00	2,771.34	2,771.34	0.00	3,228.66	53.81 %
61-711-51470-00000 WORKERS COMPENSATION	10,780.00	10,848.34	10,848.34	0.00	68.34-	0.63-%
61-711-51910-00000 SALARY REIMBURSEMENT	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-52010-00000 OFFICE SUPPLIES	9,930.00	5,904.09	5,904.09	0.00	4,025.91	40.54 %
61-711-52040-00000 POSTAGE/SHIPPING	9,900.00	2,070.27	2,070.27	0.00	7,829.73	79.09 %
61-711-52070-00000 COMPUTER HARDWARE/SOFTWARE	7,200.00	344.39	344.39	0.00	6,855.61	95.22 %
61-711-52130-00000 FURNITURE/FIXTURES	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-52160-00000 TOOLS/EQUIP GE \$1-\$4999	19,000.00	4,729.38	4,729.38	0.00	14,270.62	75.11 %
61-711-52210-00000 JANITORIAL SUPPLIES	500.00	0.00	0.00	0.00	500.00	100.00 %
61-711-52250-00000 MEDICAL & SURGICAL SUPPLIES	500.00	115.30	115.30	0.00	384.70	76.94 %
61-711-52310-00000 FUEL & LUBRICANTS	11,000.00	0.00	0.00	0.00	11,000.00	100.00 %
61-711-52380-00000 CHEMICALS	6,000.00	1,991.83	1,991.83	0.00	4,008.17	66.80 %
61-711-52550-00000 IRRIGATION SYSTEM PARTS	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-52710-00000 WEARING APPAREL AND UNIFORMS	4,850.00	3,389.66	3,389.66	0.00	1,460.34	30.11 %

TOWN OF ADDISON
DEPARTMENT 711 ONLINE BUDGET
AS OF 02/20/02

% OF YEAR REMAINING = 61

ACCOUNT # DESCRIPTION	REVISED BUDGET	EXPENDED YTD	EXPENDED PTD	ENCUMBERED	AVAILABLE BALANCE	PERCENT AVAILABLE
61-711-56680-00000 TRASH DISPOSAL	1,000.00	0.00	0.00	0.00	1,000.00	100.00 %
61-711-56810-00000 MOWING SERVICES	800.00	225.00	225.00	0.00	575.00	71.88 %
61-711-56999-00000 CONTRACTURAL SVCS SUSPENSE	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-57510-00000 LEASE PAYMENTS	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-57810-00000 EQUIP REPLACEMENT CONTRIBUTION	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-57811-00000 INFO SERVICES CONTRIBUTION	11,300.00	2,825.01	2,825.01	0.00	8,474.99	75.00 %
61-711-58110-93700 LAND PURCHASE	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58310-00000 WATER MAINS/FIRE HYDRANTS	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58330-00000 METERS & SERVICE CONNECTIONS	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58410-00000 SANITARY SEWERS	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58410-23700 SANITARY SEWERS	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58510-00000 MOTOR VEHICLES	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58810-00000 COMPUTER HARDWARE & SOFTWARE	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-58850-00000 MAJOR TOOLS & EQUIPMENT	0.00	0.00	0.00	0.00	0.00	0.00 %
61-711-99999-00000 SUSPENSE	0.00	0.00	0.00	0.00	0.00	0.00 %
TOTAL EXPENDITURE	1,617,159.39	558,937.47	558,937.47	3,467.04	1,054,754.88	65.22 %

52310 fuel - BFS (Down) - 2,500.00

52710 Wearing Apparel - (up) + 1,150.00

54310 Plant Water - (Down) - 34,000.00

54410 Plant sewer - (up) + 31,500.00

54430 Sanitary Sewer - (Down) - 69,000.00

54510 motor Vehicles - BFS (Down) - 5,500.00

5530 Heavy Equip. - BFS (Down) - 1,500.00

56080 Advertising - (up) + 3,500.00

56110 Communication - BFS (Down) - 4,842.00

56130 security - BFS (up) + 1,112.00

56210 Travel/Training - (Down) - 2,200.00

SUB Total - 82,280.00

716
58810 Computer Hardware - (Down) - 3,400.00

58850 Major Tools - (Down) - 370.00

Total - \$86,050.00

TOWN OF ADDISON
DEPARTMENT 711 ONLINE BUDGET
AS OF 08/07/01

% OF YEAR REMAINING = 15

ACCOUNT # DESCRIPTION	REVISED BUDGET	EXPENDED YTD	EXPENDED PTD	ENCUMBERED	AVAILABLE BALANCE	PERCENT AVAILABLE
61-711-51110-00000 SALARIES	447,570.00	161,836.58	161,836.58	0.00	285,733.42	63.84 %
61-711-51120-00000 MERIT BONUS	22,380.00	30,474.53	30,474.53	0.00	8,094.53-	36.17-%
61-711-51130-00000 OVERTIME	37,000.00	12,930.11	12,930.11	0.00	24,069.89	65.05 %
61-711-51140-00000 LONGEVITY PAY	5,500.00	4,485.92	4,485.92	0.00	1,014.08	18.44 %
61-711-51170-00000 VACATION BUYBACK	1,900.00	965.76	965.76	0.00	934.24	49.17 %
61-711-51180-00000 SICK LEAVE BONUS	2,000.00	1,022.07	1,022.07	0.00	977.93	48.90 %
61-711-51190-00000 OUTSIDE LABOR	70,000.00	43,766.73	43,766.73	0.00	26,233.27	37.48 %
61-711-51210-00000 CAR ALLOWANCE	7,800.00	3,897.68	3,897.68	0.00	3,902.32	50.03 %
61-711-51310-00000 TMRS	64,630.00	25,941.68	25,941.68	0.00	38,688.32	59.86 %
61-711-51350-00000 DEFERRED COMPENSATION	12,000.00	4,295.95	4,295.95	0.00	7,704.05	64.20 %
61-711-51410-00000 GROUP HOSPITAL AND LIFE INS.	64,500.00	22,927.60	22,927.60	0.00	41,572.40	64.45 %
61-711-51450-00000 MEDICARE	6,000.00	2,413.27	2,413.27	0.00	3,586.73	59.78 %
61-711-51470-00000 WORKERS COMPENSATION	7,770.00	7,521.96	7,521.96	0.00	248.04	3.19 %
61-711-52010-00000 OFFICE SUPPLIES	14,450.00	10,489.01	10,489.01	1,650.00	2,310.99	15.99 %
61-711-52040-00000 POSTAGE/SHIPPING	9,900.00	4,448.29	4,448.29	0.00	5,451.71	55.07 %
61-711-52070-00000 COMPUTER HARDWARE/SOFTWARE	7,200.00	4,221.33	4,221.33	0.00	2,978.67	41.37 %
61-711-52160-00000 TOOLS/EQUIP GE \$1-\$4999	37,000.00	34,727.18	34,727.18	0.00	2,272.82	6.14 %
61-711-52210-00000 JANITORIAL SUPPLIES	500.00	257.57	257.57	0.00	242.43	48.49 %
61-711-52250-00000 MEDICAL & SURGICAL SUPPLIES	500.00	440.29	440.29	0.00	59.71	11.94 %
61-711-52310-00000 FUEL & LUBRICANTS	12,000.00	7,906.47	7,906.47	0.00	4,093.53	34.11 %
61-711-52380-00000 CHEMICALS	4,000.00	3,750.05	3,750.05	0.00	249.95	6.25 %
61-711-52710-00000 WEARING APPAREL AND UNIFORMS	4,250.00	2,604.53	2,604.53	0.00	1,645.47	38.72 %
61-711-52810-00000 FOOD SUPPLIES	1,700.00	1,262.64	1,262.64	0.00	437.36	25.73 %
61-711-52990-00000 OTHER	1,000.00	422.20	422.20	0.00	577.80	57.78 %
61-711-54150-00000 LANDSCAPE-BUILDINGS	8,160.00	4,457.97	4,457.97	46.65	3,655.38	44.80 %
61-711-54210-00000 STREETS AND ALLEYS	1,500.00	396.00	396.00	0.00	1,104.00	73.60 %
61-711-54310-00000 UTILITY PLANT - WATER	81,000.00	25,370.16	25,370.16	18,560.00	37,069.84	45.77 %
61-711-54330-00000 WATER MAINS/FIRE HYDRANTS	24,000.00	4,171.91	4,171.91	0.00	19,828.09	82.62 %

TOWN OF ADDISON
DEPARTMENT 711 ONLINE BUDGET
AS OF 08/07/01

% OF YEAR REMAINING = 15

ACCOUNT #	DESCRIPTION	REVISED BUDGET	EXPENDED YTD	EXPENDED PTD	ENCUMBERED	AVAILABLE BALANCE	PERCENT AVAILABLE
61-711-54350-00000	METERS & SERVICE CONNECTIONS	14,000.00	8,106.19	8,106.19	0.00	5,893.81	42.10 %
61-711-54410-00000	UTILITY PLANT - SEWER	1,848.75	0.00	0.00	0.00	1,848.75	100.00 %
61-711-54430-00000	SANITARY SEWERS	4,200.00	894.00-	894.00-	422.40	4,671.60	111.23 %
61-711-54510-00000	MOTOR VEHICLES - BFS	17,500.00	13,780.19	13,780.19	602.23	3,117.58	17.82 %
61-711-54520-00000	MOTOR VEHICLES - DEPT	200.00	12.50	12.50	0.00	187.50	93.75 %
61-711-54530-00000	HEAVY EQUIPMENT	7,500.00	2,680.22	2,680.22	0.00	4,819.78	64.26 %
61-711-54630-00000	TOOLS AND EQUIPMENT	7,151.25	2,400.70	2,400.70	219.45	4,531.10	63.36 %
61-711-54650-00000	COMMUNICATIONS	1,500.00	0.00	0.00	0.00	1,500.00	100.00 %
61-711-54810-00000	COMPUTER HARDWARE & SOFTWARE	26,040.00	18,520.00	18,520.00	0.00	7,520.00	28.88 %
61-711-54910-00000	BUILDINGS	16,000.00	15,144.10	15,144.10	196.00	659.90	4.12 %
61-711-56040-00000	SPECIAL SERVICES	124,500.00	20,237.50	20,237.50	9,047.40	95,215.10	76.48 %
61-711-56040-00002	SPECIAL SERVICES	0.00	1,437.50	1,437.50	0.00	1,437.50-	0.00 %
61-711-56080-00000	ADVERTISING	4,000.00	1,576.21	1,576.21	0.00	2,423.79	60.60 %
61-711-56110-00000	COMMUNICATIONS - OFFICE SYSTEM	22,940.00	19,941.71	19,941.71	0.00	2,998.29	13.07 %
61-711-56120-00000	COMMUNICATIONS - CELLULAR	4,000.00	3,559.73	3,559.73	0.00	440.27	11.01 %
61-711-56130-00000	SECURITY SURVEILLANCE	1,300.00	594.90	594.90	0.00	705.10	54.24 %
61-711-56150-00000	FORENSIC & PHOTO LABS	200.00	8.99	8.99	0.00	191.01	95.51 %
61-711-56180-00000	RENTAL	6,500.00	5,035.74	5,035.74	535.50	928.76	14.29 %
61-711-56210-00000	TRAVEL AND TRAINING	8,500.00	7,969.03	7,969.03	0.00	530.97	6.25 %
61-711-56250-00000	DUES	6,000.00	5,924.91	5,924.91	0.00	75.09	1.25 %
61-711-56310-00000	INSURANCE	45,200.00	37,500.00	37,500.00	0.00	7,700.00	17.04 %
61-711-56330-00000	BANK SERVICE CHARGES	2,500.00	350.03	350.03	0.00	2,149.97	86.00 %
61-711-56510-00000	AUDIT AND LEGAL SERVICES	20,000.00	13,668.00	13,668.00	0.00	6,332.00	31.66 %
61-711-56530-00000	COURT AND LEGAL COSTS	1,000.00	0.00	0.00	0.00	1,000.00	100.00 %
61-711-56560-00000	SERVICE FEES	7,000.00	6,177.06	6,177.06	0.00	822.94	11.76 %
61-711-56570-00000	ENGINEERING/ARCHITECTURAL SVCS	35,500.00	26,207.05	26,207.05	0.00	9,292.95	26.18 %
61-711-56570-06700	ENGINEERING/ARCHITECTURAL SVCS	4,000.00	6,109.21	6,109.21	0.00	2,109.21-	52.73-%
61-711-56610-00000	UTILITIES - ELECTRICITY	145,000.00	115,680.12	115,680.12	0.00	29,319.88	20.22 %

TOWN OF ADDISON
DEPARTMENT 711 ONLINE BUDGET
AS OF 08/07/01

% OF YEAR REMAINING = 15

ACCOUNT # DESCRIPTION	REVISED BUDGET	EXPENDED YTD	EXPENDED PTD	ENCUMBERED	AVAILABLE BALANCE	PERCENT AVAILABLE
61-711-56630-00000 UTILITIES - WATER	10,000.00	5,688.44	5,688.44	0.00	4,311.56	43.12 %
61-711-56640-00000 UTILITIES - SEWER	2,600.00	1,815.57	1,815.57	0.00	784.43	30.17 %
61-711-56680-00000 TRASH DISPOSAL	1,000.00	0.00	0.00	0.00	1,000.00	100.00 %
61-711-56810-00000 MOWING SERVICES	800.00	657.00	657.00	0.00	143.00	17.88 %
TOTAL EXPENDITURE	1,504,690.00	767,294.04	767,294.04	31,279.63	706,116.33	46.93 %

Town of Addison Public Works Department

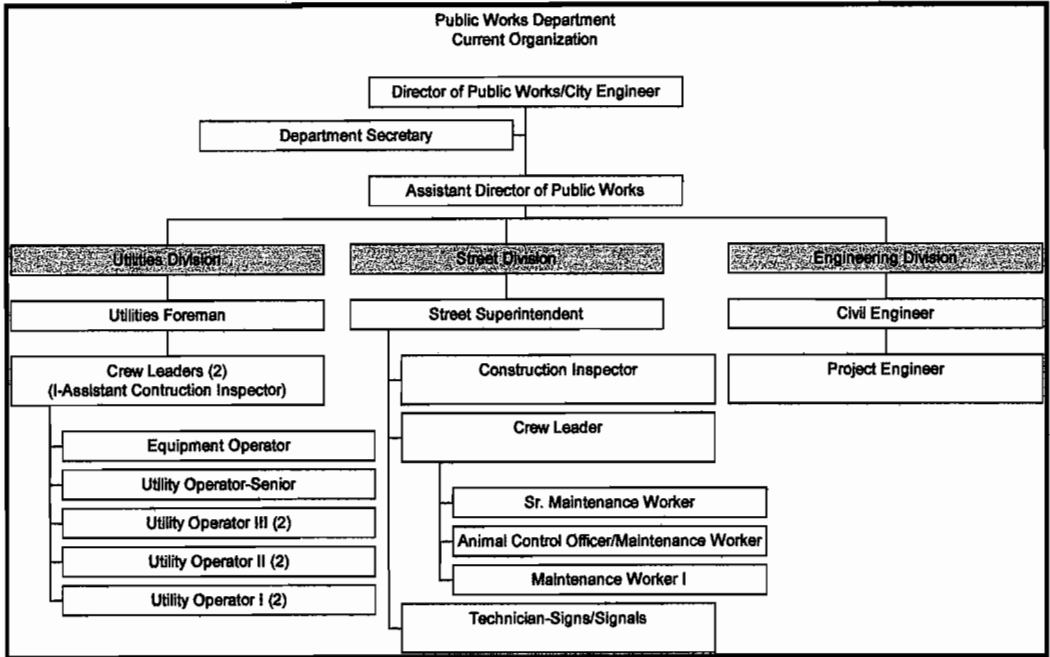
Sample Results-Oriented Performance Measures

Chris Huntington

Measures of Effectiveness-Water Utility			
Objective	Quality Characteristic	Specific Measure	Data Collection Procedure
Flow adequacy	Rate of validated Complaints about flow or pressure	Number of valid complaints about water flow per 1,000 customers, excluding complaints shown to be private responsibility	Tallies of reported complaints
	General flow adequacy	Percentage of fire hydrants surveyed that meet static water pressure standard.	Annual testing of fire hydrants
Service adequacy and responsiveness	Rate of validated complaints	Total number of valid complaints and requests for nonroutine service per 1,000 customers, by type of complaint	Tallies of reported complaints
	Speed of response	Percentage of valid complaints and requests that were effectively responded to within an allowed period of time, overall and for each class of request.	Revised forms for recording customer calls and actions taken in response to calls.
Health hazards	Presence of substances linked to health risks	Number of health-related water quality characteristics exceeding standards one or more times during reporting period, by type.	Regular testing by qualified personnel using accepted standards.
Measures of Effectiveness-Transportation			
Comfort	Street rideability (surface condition)	Percentage of streets with rideability rated as satisfactory	Roughness measuring instrument or trained observer
	Street surface condition-citizen ratings	Percentage of citizens/business persons rating street rideability as satisfactory	Surveys
Safety	Visibility and condition of traffic control and street name signs	Percentage of streets with one or more (a) stop signs, or other traffic control, or information signs, (b) traffic signals, (c) street pavement markings, (d) street name that are missing, blocked, or in otherwise unsatisfactory condition.	Trained observer ratings
		Percentage of citizens rating the understandability, visibility, and overall adequacy of traffic and information signs, traffic controls, street pavement markings, and street name signs as adequate	Household survey
Traffic Signal Maintenance	Speed of response	Percentage of signal outages corrected within 30 minutes	Revised forms for recording customer calls and actions taken in response to calls.

Utility Division Hours Worked 07/01 -02/02

Function	Totals	Percentages	FTE
Water Services			
Repairs	971	11.22%	0.70
Daily Operations/ROF	970	11.21%	0.70
Meter Readings/Re reads	663	7.66%	0.48
Vacation/Holiday/Time Off	634	7.32%	0.46
Tools & Equip. Maint.	574	6.63%	0.41
Service Order/Calls	493	5.70%	0.36
Backfill & Concrete Pour	460	5.31%	0.33
Fire Hydrant Insp./Repair	413	4.77%	0.30
Meetings	313	3.62%	0.23
Pump Station Maint. Dead End Main	284	3.28%	0.20
Flushing	200	2.31%	0.14
Valve Inspect./Repair	196	2.26%	0.14
Meter Repairs	194	2.24%	0.14
Meter Info/Maps	179	2.07%	0.13
Water Samples/Maint.	176	2.03%	0.13
Meter Misc.	150	1.73%	0.11
Cleaning Sewer Line	148	1.71%	0.11
Sick Time Off	142	1.64%	0.10
Meter Box Repairs	130	1.50%	0.09
Maint. on City Property	118	1.36%	0.09
Training/School	112	1.29%	0.08
Contractor Assistance	107	1.24%	0.08
TV Sewer Mains	100	1.16%	0.07
Sewer Lateral Repairs	92	1.06%	0.07
Water Main Repairs	79	0.91%	0.06
Sewer Main Repairs	72	0.83%	0.05
Parts Pick-up/Errands	70	0.81%	0.05
Inventory Parts	70	0.81%	0.05
Manhole Inspect./Repairs	64	0.74%	0.05
Other (14)	482	5.57%	0.35



PW - Audit
make
FYI

**Town of Addison Public Works
Water/Wastewater Licenses**

June 5, 2002

<u>Name</u>	<u>Water Class</u>	<u>WW Class</u>
Jerry Davis	B Distribution C Surface	C Treatment
Ron Pelky	C Distribution	II Collections
Charles McElroy	C Distribution	
Dave Wilde	C Surface	C Treatment
Jose Flores	C Surface	C Treatment

**Town of Addison
Public Works Department
Common Functions Multi-City Comparison**

	Webster	Highland Park	Carrollton	Bellaire	Coppell	Richardson	University Park	Sugar Land	Farmers Branch	Colleyville	West University	Addison
Engineering and Project Mgmt	4	3	13	1	6	14	5	7	18	5	0	5
Street & Drainage Mgmt	8	3.3	51	16	11	37	18	11	17	8.5	7.5	2.5
Traffic Signs & Signals	0	2.1	21	1	5	20	7	9	6	2	1	1
Brush & Bulk Pickup	0	0	0	0	0	0	0	0	4	0	0	2
Water Utility Dist & Collection Maint	14	6.7	58	11	15	24	26.5	28	21	19.5	7.5	9.3
Water Meter Reader	0.3	0.35	9	1	2	6	0.5	0	4	1	Contract	0.7
Animal Control	1	0.25	9	1	3	9	1	3.5	3	1	1	0.5
Administration	1.35	1	3	1	1	1	1	3	2	1	3	2
Total Employees	28.65	16.7	164	32	43	111	59	61.5	75	38	20	23
Population Total	9084	7400	105800	14000	34800	91050	24250	62637	26900	20000	14211	13250
Employees per 1000	3.15	2.26	1.55	2.29	1.24	1.22	2.43	0.98	2.79	1.90	1.41	1.74

Table –Street Division Hours Worked 2001

Activity	Total Hours	Percentage	FTE
Residential Brush Pickup	2418	20.06%	1.16
Traffic Signal Repair	1904	15.79%	0.92
Litter Control	1340.5	11.12%	0.64
Animal Control	1031	8.55%	0.50
Office Duty	628	5.21%	0.30
Traffic Signal Maintenance	505.5	4.19%	0.24
Traffic Signal Check	468	3.88%	0.23
Vacation	405.75	3.37%	0.20
Street Repair-Concrete	343.5	2.85%	0.17
Holiday	318	2.64%	0.15
Equipment Maintenance	304	2.52%	0.15
Sign Maintenance	303.5	2.52%	0.15
Contractor Inspection	284	2.36%	0.14
Special Events	170.5	1.41%	0.08
Street Repair	145	1.20%	0.07
Contractor Inspection-Markings	132.5	1.10%	0.06
Yard Maintenance	106.5	0.88%	0.05
Oktoberfest	103.5	0.86%	0.05
Crack Sealing	102	0.85%	0.05
Recycling	95	0.79%	0.05
Barricade			
Placement/Removal	92	0.76%	0.04
All Other Activities (27)	854.75	7.09%	0.39

Mike Budget Item?

AUTHORIZATION FOR PROFESSIONAL SERVICES

PROJECT NAME: TPDES Phase II Storm Water Permit Preparation
Town of Addison, Texas

TNP PROJECT NUMBER: ADD02212

CLIENT: Town of Addison
ADDRESS: 16801 Westgrove Drive
P.O. Box 9010
Addison, TX 75001

hereby requests and authorizes Teague Nall and Perkins, Inc., (ENGINEER) to perform the following services:

SCOPE: Provide professional engineering and planning services related to preparation of a Storm Water Management Plan (SWMP) as required by the Texas Pollution Discharge Elimination System (TPDES) Phase II regulations. The SWMP preparation will generally consist of compiling data related to existing pollution prevention activities and identifying additional necessary activities. The scope of work is more fully detailed in the attached Exhibit A.

COMPENSATION to be made on the basis of the following:

1. **BASIC SERVICES:** The TOWN agrees to pay the ENGINEER:

Storm Water Management Plan Preparation Fixed Fee \$17,750

for services rendered for **BASIC SERVICES** as summarized above and itemized specifically in Exhibit A, attached. **BASIC SERVICES** shall be billed monthly based on the ENGINEER's estimate of the percentage of work completed.

2. **SPECIAL SERVICES:** **SPECIAL SERVICES** shall be any service provided by the ENGINEER which is not specifically included in **BASIC SERVICES** as defined above. **SPECIAL SERVICES** shall include, but shall not be limited to:

- a) participation in the preparation of City ordinances that may be part of the SWMP implementation schedule.
- b) property research and surveying for easements, right-of-ways or plats,
- c) preparation of real property transfer documents, exhibits or plats,
- d) participation in real property acquisition,
- e) trips and meetings beyond a 50-mile radius of Addison,
- f) subcontractors, photocopies, plan & document reproduction, & courier charges,
- g) mapping of drainage system facilities.

SPECIAL SERVICES shall be considered additional work and shall be reimbursed at standard TNP hourly rates as listed in Attachment A, or TNP standard rates for items

Michael Murphy

From: Jerry Davis
Sent: Monday, July 22, 2002 11:44 AM
To: Michael Murphy
Subject: FW: Meter Count

Commercial; domestic/fire = 926

Residential; single/multi = 1,741

Irrigation/city accounts = 559

TOTAL 3,226

Jerry Davis
Town Of Addison, Utilities
972-661-1693

-----Original Message-----

From: Jerry Davis
Sent: Saturday, July 20, 2002 12:33 PM
To: Elaine Difiglia
Cc: Michael Murphy
Subject: Meter Count

Elaine, could you provide me the total number of Residential connections (meters) and the total number of Commercial connections?

Thank You

Jerry Davis
Town Of Addison, Utilities
972-661-1693

Michael Murphy

From: Michael Murphy
Sent: Tuesday, July 16, 2002 9:09 AM
To: Randy Moravec
Subject: RE: Concrete Street Maintenance Budget

This number is based on visual inspection and inventory of a rapidly aging roadway system. The price formula is based on work that we are currently performing along with the estimation (volume) of what will need to be done annually to maintain the quality of our roadways.

Estimation: repair 250 concrete panels/year (amount/extent of repair will vary with each panel) -- each panel is 20 feet in length, based on current and past contracts we estimate approximately \$100/panel foot.

Call with any questions....

Mike

Michael E. Murphy, P.E.
Director of Public Works
Town of Addison
(972) 450-2878

-----Original Message-----

From: Randy Moravec
Sent: Tuesday, July 09, 2002 11:34 AM
To: Michael Murphy
Cc: Bryan Langley
Subject: Concrete Street Maintenance Budget

Mike,

I've noticed that in your five year plan, you wish to spend about \$500,000 annually in concrete street repair. How did you come about with this amount? Was it number of lane miles or some other variable? Please explain the calculation of your estimate.

THANKS!!!

Randy

Tracking:	Recipient	Delivery	Read
	Randy Moravec	Delivered: 07/16/2002 9:09 AM	Read: 07/16/2002 11:29 AM

Michael Murphy

From: Michael Murphy
Sent: Monday, July 15, 2002 9:38 AM
To: Randy Moravec
Cc: Bryan Langley; Jim Pierce
Subject: RE: Dept. 711 Budget Questions

- 1) The budget entry should read \$15 K, When prepping the budget I was looking at our revised budget not the \$9930, I will revise ASAP.
- 2) Due to excessive wear and tear related to the nature of the job, I asked Jerry to up his budget.
- 3) Last year we had \$50 k dedicated to roof rehab at Surveyor Pump Station, although we don't have any one item that large this year we do anticipate repairs at Celestial, Surveyor and the Elevated Storage over the course of next year.
- 4) We are planning on ordering the remaining Cathodic protection Kits before the end of the fiscal year. Next year we will most likely contract this services out.
- 5) We are planning on adding a new pump and motor at Kellway this year.
- 6) We are planning on using most if not all of the budgeted amount we have two more slip lining projects scheduled this fiscal year. We show next years slip lining project in the Capital Budget (refer to Utility 5-year plan).
- 7) We are near completion on phase I of GIS (end of August). Backflow prevention is just one of many Unfunded mandates, this special services also includes, water awareness, ~~water conservation~~, consumer confidence, CMOM, and funding of various aspects of Audit recommendations.

Let me know if you have any further questions.

Mike

Michael E. Murphy, P.E.
Director of Public Works
Town of Addison
(972) 450-2878

-----Original Message-----

From: Randy Moravec
Sent: Sunday, July 14, 2002 5:05 PM
To: Michael Murphy
Subject: Dept. 711 Budget Questions

Mike,

When reviewing your budget, I had some questions. Please review and get back to me at your earliest convenience.

- 1) 52010 - Office supplies: Through June this account has spent \$14,327, yet your year-end estimate and request for next year are only \$9,930. Please explain disparity.
- 2) 52710 - Uniforms: Through June you have only spend \$3,567 out of this account and have spent an average of only \$4,000 the past two years. Why are you asking for an increase to \$6,000?
- 3) 54310 - Water plant maintenance: Why the decline from \$81,000 to only \$47,000 next year?
- 4) 54330 - Water line maintenance: To date only \$5,542 has been spent out of a \$32,000 budget. Was this not the account we were going to do the phased cathodic protection? Does next year's requested budget include the cathodic protection? Your description for this account didn't provide any guidance.
- 5) 54410 - Sewer plant maintenance: This account has jumped from \$2,500 to \$34,000. The explanation given is Kellway Station repairs. Why so much in one year?
- 6) 54430 - Sewer line maintenance: We had budgeted \$78,000 in this account, primarily

for slip-lining of deteriorated lines. To date we have spent only \$28,008. How much more will we spend prior to year end? Also, is no slip lining occurring next year and that is why the budget has been reduced to \$9,000?

7) 56040 - Professional services. To date we have spent only \$30,242 out of a \$90,000 budget. What is happening to our digitizing effort? How much are we going to spend by end of year? Where did you get the \$90,000 estimate for consulting services related to backflow prevention? Seems like a lot.

THANKS!!!

Randy

Tracking:

Recipient

Randy Moravec

Bryan Langley

Jim Pierce

Delivery

Delivered: 07/15/2002 9:38 AM

Delivered: 07/15/2002 9:38 AM

Delivered: 07/15/2002 9:38 AM

Read

Read: 07/15/2002 9:56 AM

Read: 07/15/2002 10:36 AM

Michael Murphy

From: Michael Murphy
Sent: Monday, July 15, 2002 5:00 PM
To: Randy Moravec
Subject: RE: Status of Utility Capital Projects

Randy,

Project status is as follows:

Lindbergh water line replacement: Project is complete pending final payment approval from City Council
Mitchell/Lindbergh sewer line replacement: Project is complete and final payment has been approved by Council, you should have project closure paper work from Public Works.
Wright Bros./Wiley Post water line replacement: Open bids first of August 2002.
Kellway Lift station storage: Project on hold indefinitely

Let me know if you need more info.....

Mike

Michael E. Murphy, P.E.
Director of Public Works
Town of Addison
(972) 450-2878

-----Original Message-----

From: Randy Moravec
Sent: Saturday, July 13, 2002 2:45 PM
To: Michael Murphy
Subject: Status of Utility Capital Projects

Mike,

I didn't notice in either your budget documents or the June capital summary book the status of the following projects:

Lindbergh water line replacement
Mitchell/Lindbergh sewer line replacement
Wright Brothers/Wiley Post water line replacement
Kellway lift station storage building.

Please provide me a status report of these projects at your earliest convenience. I need to know whether they will be completed this fiscal year or need to be shifted to next fiscal year.

THANKS!!!

Randy

Tracking:	Recipient	Delivery	Read
	Randy Moravec	Delivered: 07/15/2002 5:00 PM	Read: 07/15/2002 5:21 PM

TOWN OF ADDISON

711 BUDGETING REV & EXP

711-03

ACCOUNT #	NAME	ACTUAL FY 2000	ACTUAL FY 2001	BUDGET FY 2002	PROJECTED 10/01/01 TO 09/30/02	REQUEST 10/01/02 TO 09/30/03	REVIEW	FINAL APPROVED
TOTAL REVENUE		0	0	0	0	0		
61-711-51110-00000	SALARIES	390208	433939	465270	465270	500611		
61-711-51110-00100	SALARIES - Y2K	788	0	0	0	0		
61-711-51120-00000	MERIT BONUS	20907	30474	23270	23270	0		
61-711-51130-00000	OVERTIME	42313	38042	42930	42930	1496		
61-711-51130-00015	OVERTIME	0	0	0	0	0		
61-711-51140-00000	LONGEVITY PAY	4592	4485	4630	4630	0		
61-711-51170-00000	VACATION BUYBACK	1591	1961	2600	2600	0		
61-711-51180-00000	SICK LEAVE BONUS	994	2313	1510	1510	0		
61-711-51190-00000	OUTSIDE LABOR	69417	88760	100000	100000	0		
61-711-51210-00000	CAR ALLOWANCE	6554	9297	9540	9540	9540		
61-711-51250-00000	TUITION REIMBURSEMENT	0	0	0	0	0		
61-711-51310-00000	TMRS	56201	64101	67070	67070	63801		
61-711-51350-00000	DEFERRED COMPENSATION	9969	11163	12000	12000	13433		
61-711-51410-00000	GROUP HOSPITAL AND LIFE I	64500	53746	60000	60000	65890		
61-711-51450-00000	MEDICARE	5515	6032	6000	6000	6104		
61-711-51470-00000	WORKERS COMPENSATION	7770	7521	10780	10780	0		
61-711-51910-00000	SALARY REIMBURSEMENT	0	0	0	0	0		
61-711-52010-00000	OFFICE SUPPLIES	10242	16849	9930	9930	9930		
61-711-52040-00000	POSTAGE/SHIPPING	13104	11086	9900	9900	9900		
61-711-52070-00000	COMPUTER HARDWARE/SOFTWAR	6346	6247	7200	7200	7200		
61-711-52130-00000	FURNITURE/FIXTURES	0	232	0	0	0		
61-711-52160-00000	TOOLS/EQUIP GE \$1-\$4999	23277	41060	19000	19000	19000		
61-711-52210-00000	JANITORIAL SUPPLIES	528	389	500	500	500		
61-711-52250-00000	MEDICAL & SURGICAL SUPPLI	500	563	500	500	500		
61-711-52310-00000	FUEL & LUBRICANTS	11399	14911	11000	11000	8500		
61-711-52380-00000	CHEMICALS	5610	4729	6000	6000	6000		

TOWN OF ADDISON

711 BUDGETING REV & EXP

ACCOUNT #	NAME	ACTUAL FY 2000	ACTUAL FY 2001	BUDGET FY 2002	PROJECTED 10/01/01 TO 09/30/02	REQUEST 10/01/02 TO 09/30/03	REVIEW	FINAL APPROVED
61-711-52550-00000	IRRIGATION SYSTEM PARTS	0	0	0	0	0		
61-711-52710-00000	WEARING APPAREL AND UNIFORMS	3902	4058	4850	4850	6000		
61-711-52710-00100	WEARING APPAREL AND UNIFORMS	64	0	0	0	0		
61-711-52810-00000	FOOD SUPPLIES	1274	2416	1700	1700	1700		
61-711-52990-00000	OTHER	13	422	500	500	500		
61-711-54150-00000	LANDSCAPE-BUILDINGS	8298	8347	8160	8160	8160		
61-711-54210-00000	STREETS AND ALLEYS	1032	1156	2500	2500	2500		
61-711-54230-00000	STORM SEWERS	0	0	0	0	0		
61-711-54310-00000	UTILITY PLANT - WATER	28783	56755	81000	81000	47000		
61-711-54310-31600	UTILITY PLANT - WATER	0	0	0	0	0		
61-711-54310-71600	UTILITY PLANT - WATER	190376	0	0	0	0		
61-711-54330-00000	WATER MAINS/FIRE HYDRANTS	7537	17578	32000	32000	32000		
61-711-54330-43600	WATER MAINS/FIRE HYDRANTS	0	0	0	0	0		
61-711-54330-43700	WATER MAINS/FIRE HYDRANTS	0	0	0	0	0		
61-711-54350-00000	METERS & SERVICE CONNECTIONS	10897	15568	15000	15000	15000		
61-711-54410-00000	UTILITY PLANT - SEWER	787	0	2500	2500	34000		
61-711-54430-00000	SANITARY SEWERS	165	1238	78000	78000	9000		
61-711-54430-23700	SANITARY SEWERS	0	0	0	0	0		
61-711-54510-00000	MOTOR VEHICLES - BFS	9199	16517	20500	20500	15000		
61-711-54520-00000	MOTOR VEHICLES - DEPT	255	87	1800	1800	1800		
61-711-54530-00000	HEAVY EQUIPMENT	1831	3288	7500	7500	6000		
61-711-54610-00000	FURNITURE/FIXTURES/FURNISHINGS	645	0	0	0	0		
61-711-54630-00000	TOOLS AND EQUIPMENT	5768	5221	7000	7000	7000		
61-711-54650-00000	COMMUNICATIONS	788	0	1000	1000	1000		
61-711-54810-00000	COMPUTER HARDWARE & SOFTWARE	26040	34239	26040	26040	26040		
61-711-54910-00000	BUILDINGS	3843	15640	16000	16000	16000		

TOWN OF ADDISON

711 BUDGETING REV & EXP

ACCOUNT #	NAME	ACTUAL FY 2000	ACTUAL FY 2001	BUDGET FY 2002	PROJECTED 10/01/01 TO 09/30/02	REQUEST 10/01/02 TO 09/30/03	REVIEW	FINAL APPROVED
61-711-54910-51600	BUILDINGS	0	0	0	0	0		
61-711-54990-00000	OTHER	0	0	0	0	0		
61-711-56040-00000	SPECIAL SERVICES	48877	88102	90000	90000	90000		
61-711-56040-00002	SPECIAL SERVICES	0	1437	0	0	0		
61-711-56040-06700	SPECIAL SERVICES	32802	0	0	0	0		
61-711-56040-43700	SPECIAL SERVICES	0	0	0	0	0		
61-711-56080-00000	ADVERTISING	10360	1611	4000	4000	7500		
61-711-56110-00000	COMMUNICATIONS - OFFICE S	21113	24849	25000	25000	20158		
61-711-56120-00000	COMMUNICATIONS - CELLULAR	2795	4741	3500	3500	3500		
61-711-56130-00000	SECURITY SURVEILLANCE	793	859	1300	1300	2412		
61-711-56150-00000	FORENSIC & PHOTO LABS	6	82	200	200	200		
61-711-56180-00000	RENTAL	6340	7163	6500	6500	6500		
61-711-56210-00000	TRAVEL AND TRAINING	6411	15346	14200	14200	12000		
61-711-56210-00100	TRAVEL AND TRAINING	648	0	0	0	0		
61-711-56250-00000	DUES	6023	7134	6000	6000	6000		
61-711-56310-00000	INSURANCE	44570	37500	45200	45200	45200		
61-711-56330-00000	BANK SERVICE CHARGES	1206	1494	2500	2500	2500		
61-711-56510-00000	AUDIT AND LEGAL SERVICES	20627	16846	20000	20000	20000		
61-711-56520-00000	PENALTIES/FINANCE CHARGES	0	0	0	0	0		
61-711-56530-00000	COURT AND LEGAL COSTS	2961	1000	1000	1000	1000		
61-711-56560-00000	SERVICE FEES	8714	10141	7000	7000	7000		
61-711-56560-93700	SERVICE FEES	0	0	0	0	0		
61-711-56570-00000	ENGINEERING/ARCHITECTURAL	28680	28808	20000	20000	20000		
61-711-56570-00100	ENGINEERING/ARCHITECTURAL	0	0	0	0	0		
61-711-56570-06700	ENGINEERING/ARCHITECTURAL	7616	6109	0	0	0		
61-711-56570-23700	ENGINEERING/ARCHITECTURAL	0	0	0	0	0		
61-711-56570-71600	ENGINEERING SERVICES	0	0	0	0	0		

TOWN OF ADDISON

711 BUDGETING REV & EXP

ACCOUNT #	NAME	ACTUAL FY 2000	ACTUAL FY 2001	BUDGET FY 2002	PROJECTED 10/01/01 TO 09/30/02	REQUEST 10/01/02 TO 09/30/03	REVIEW	FINAL APPROVED
61-711-56570-93700	ENGINEERING/ARCHITECTURAL	0	0	0	0	0		
61-711-56610-00000	UTILITIES - ELECTRICITY	166572	182612	166750	166750	166750		
61-711-56630-00000	UTILITIES - WATER	10009	8382	10000	10000	10000		
61-711-56640-00000	UTILITIES - SEWER	2202	2175	2600	2600	2600		
61-711-56660-00000	UTILITIES - GAS	0	0	0	0	0		
61-711-56680-00000	TRASH DISPOSAL	0	0	1000	1000	1000		
61-711-56810-00000	MOWING SERVICES	990	828	800	800	0		
61-711-56999-00000	CONTRACTURAL SVCS SUSPENS	0	0	0	0	0		
61-711-57510-00000	LEASE PAYMENTS	0	0	0	0	0		
61-711-57810-00000	EQUIP REPLACEMENT CONTRIB	0	0	0	0	0		
61-711-57811-00000	INFO SERVICES CONTRIBUTIO	0	0	11300	11300	11300		
61-711-58110-93700	LAND PURCHASE	0	0	0	0	0		
61-711-58310-00000	WATER MAINS/FIRE HYDRANTS	0	0	0	0	0		
61-711-58330-00000	METERS & SERVICE CONNECTI	0	0	0	0	0		
61-711-58410-00000	SANITARY SEWERS	0	0	0	0	0		
61-711-58410-23700	SANITARY SEWERS	0	0	0	0	0		
61-711-58510-00000	MOTOR VEHICLES	0	0	0	0	0		
61-711-58810-00000	COMPUTER HARDWARE & SOFTW	0	0	0	0	0		
61-711-58850-00000	MAJOR TOOLS & EQUIPMENT	0	0	0	0	0		
61-711-99999-00000	SUSPENSE	0	0	0	0	0		
TOTAL EXPENDITURE		1484137	1477649	1614530	1614530	1386725		

TOWN OF ADDISON

711 BUDGETING REV & EXP

ACCOUNT #	NAME	ACTUAL FY 2000	ACTUAL FY 2001	BUDGET FY 2002	PROJECTED 10/01/01 TO 09/30/02	REQUEST 10/01/02 TO 09/30/03	REVIEW	FINAL APPROVED
(PROFIT) OR LOSS OF REV OVER EXP		1484137	1477649	1614530	1614530	1386725		

5-14-02

#2C-1

Passed

Council Agenda Item: #2C

SUMMARY:

This item is to request Council's confirmation of an application for grant funds under the North Central Texas Council of Government's (NCTCOG) Congestion Mitigation and Air Quality Improvement (CMAQ) and the Surface Transportation Program – Metropolitan Mobility(STP-MM) programs.

FINANCIAL IMPACT:

The Town's share, \$155,043, will be budgeted as a 2003 Street Capital Project.

BACKGROUND:

In January, 2002, NCTCOG sent out a notice that they would begin taking requests for funding for eligible transportation projects under the CMAQ and STP-MM Programs. For some reason, staff did not receive this notice. Just before the submission deadline, (April 10, 2002) one of our traffic consultants, Kimley-Horn and Associates, notified us of the availability of the grant funds and offered to help us prepare an application.

Consequently, an application was prepared and submitted on the deadline date, a copy of which is attached. The application is for funding that will update the Town's intersection traffic control hardware and software at all of the Town's 31 signalized intersections. (This work will eventually need to be done – the grant will allow it to be done sooner). The total cost of the project is estimated to be \$620,172, and at 25%, The Town's share will be \$155,043.

We have received notice that our project has made the initial recommendation list which is encouraging.

RECOMMENDATION:

Staff recommends that Council confirm and approve the application for funding for upgrading the Town's traffic signal hardware and software.

MIKE -

CAPITAL

SUBMITTALS

Passed
5-28-02

#2C-1

Council Agenda Item: #2C

SUMMARY:

This item is to request Council approval to enter into a contract with PBS&J to provide engineering services for Belt Line Road pavement grooving improvements.

FINANCIAL IMPACT:

Cost: \$44,412

Budget Impact: Funds are available in the Street Operations Budget

BACKGROUND:

Belt Line Road was constructed in 1980. A "polishing" of the concrete pavement surface was evident as early as the mid to late 80's. Testing by use of a Texas Department of Transportation (TXDOT) skid resistance trailer in 1989 indicated a "too Slick" finding. In 1990 transverse grooving was performed at the Midway Road intersection for 200 feet in each direction. The entire pavement surface was ground in 1995 from Dallas Parkway to Midway Road and in 1996 from Midway Road to Marsh lane to remove the polished surface. The joints (both longitudinal and transverse) were sawed, cleaned and sealed with silicone in conjunction with those projects. By 2000 the surface had become polished again.

Last winter PBS&J was hired to inspect, test and recommend possible solutions to this pavement surface problem. They determined that high water cement ratios in the concrete contribute to its rapid wearing characteristic. The concrete mortar paste is of marginal strength to be able to resist short-term wear, and will probably not provide satisfactory long-term durability or resistance to wear. This weakness of the mortar paste weakens the overall pavement surface's ability to withstand the forces that wear away the surface creating the polishing observed.

After analyzing various options, PBS&J and Town staff recommends longitudinally grooving the entire roadway surface to improve skid resistance. We anticipate the grooving will be done in FY 2003 as a street capital project. Estimated cost approximately \$500,000. This procedure has a life expectancy of 5 to 7 years.

RECOMMENDATION:

Staff recommends that Council authorize the City Manager to hire PBS&J for \$44,412 to provide design and plan preparation services for the pavement grooving of Belt Line Road from Dallas Parkway to Marsh lane.



THE WATERS
CONSULTING
GROUP, INC.

memorandum

Date: 03/27/02

To: Robin Jones

From: Chris Hartung

RE: Additional information request

After reviewing the information previously provided by the Town and my interview notes from the meetings with department personnel, I have developed a supplemental set of questions for you. Please forward your responses at your earliest convenience.

1. Please provide a list of training sessions conducted for the Street Department personnel during calendar 2001 and the names of those employees attending each session.
2. Does your department or the Town maintain a list of training each employee in your division has had during their tenure with the Town?
3. Do you have a method of prioritization for customer service requests received by the department or are they handled on a first-come/first served basis? If there is a procedure, please provide a copy.
4. The job description for the Assistant Public Works Inspector indicates the position is temporary. How much longer do you anticipate a need for this position?
5. What performance standards do you utilize to evaluate the Mr. Sweeper contract?
6. Are Utility Division crews following Town standards in the repair of the street cuts they make while repairing utility lines?
7. Do you maintain a report showing the mileage or hours of use on each vehicle or piece of equipment operated by the Street Department?

Addison!

MEMO

To: Chris Hartung

From: Robin Jones RJ

Date: April 9, 2002

Re: Additional information requested

1. There were no training sessions conducted for Street Division personnel in 2001. However, several Division employees attended various seminars and courses relevant to their jobs. I attended a course on concrete pavement additives. Al Dent, Dave Wilde and I attended the TEEX Public Works Short Course. Dave Wilde also attended a water and wastewater course. James Brown attended an Animal Control Certification course offered by the Texas Department of Health. Charles Mitchell, Jeff King and John Jones received no formal training in 2001.
2. I do not maintain a list of training each employee in my division has had during their tenure with the Town.
3. Customer service requests are generally handled on a first come/first served basis. However, we frequently interrupt the process to accommodate special circumstances.
4. Jose Flores is the Assistant Public Works Inspector. His primary focus is on inspecting major capital improvement projects. He will remain in that capacity as long as we're in an infrastructure-building boom. I would estimate at least 3 more years.
5. I routinely inspect the performance of Mr. Sweeper. The standard is my opinion of whether or not the streets have been adequately cleaned.
6. It is my understanding that the Utility crews are following Town standards when repairing streets after making utility service repairs. Both Dave Wilde and Al Dent have and do work with Utility Department personnel regarding the proper methods of making repairs to Town streets.
7. We do not keep a record of mileage or hours of use on each piece of equipment. Most equipment, i.e. the concrete saw, asphalt roller, compactors, chain saws, etc. are used so infrequently that service generally occurs prior to use. We have an employee that checks all small equipment quarterly and recommends service when necessary. The Division vehicles and backhoe are serviced regularly by the Town mechanics.



THE WATERS
CONSULTING
GROUP, INC.

memorandum

KEITH,

I NEED YOUR RESPONSE TO
THESE QUESTIONS BY NOON
TODAY. Thanks
Mike Murphy

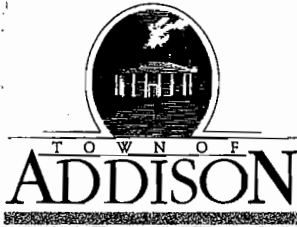
Date: 03/27/02
To: Keith Thompson
From: Chris Hartung
RE: Additional information request

After reviewing the information previously provided by the Town and my interview notes from the meetings last week, I have developed a supplemental set of questions for you. Please forward your responses at your earliest convenience.

1. Please provide a brief description of the difference between the levels of responsibilities for the Utility Operator 1, 2, & 3 and the Senior Utility Operator positions.
2. Please provide a list of training sessions conducted for the Utility Department personnel during calendar 2001 and the names of those employees attending each session.
3. Does your department or the Town maintain a list of training each employee in your department has had during their tenure with the Town?
4. Do you have a method of prioritization for customer service requests received by the department or are they handled on a first-come/first served basis? If there is a procedure, please provide a copy.
5. How many water meter vaults currently have pit packs (sp?) in place? How many of these are in working order?
6. Are there any additional meter vaults that should have pit packs? If so, how many?
7. Does the pit pack round off the meter reading?

memorandum

8. During a peak flow situation in the water system, how long would it take for the elevated storage tank to reach a critical level if a re-supply pump malfunctioned?
9. Is there a set of written standard operating procedures covering situations that occur after normal working hours outlining the recommended actions to be taken by the person on stand-by?
10. Do you maintain a report showing the mileage or hours of use on each vehicle or piece of equipment operated by the Utility Department?



PUBLIC WORKS DEPARTMENT

Post Office Box 9010 Addison, Texas 75001-9010

FAXED
2/26/02

Hard copy 2/26/02

(972) 450-2871

16801 Westgrove

25 February 2002

Mr. Greg Higgins
Deloitte & Touche, LLP
2200 Ross Avenue
Suite 1600
Dallas, TX 75201-6778

SUBJECT: Public Works Audit Proposal

Dear Greg:

We appreciate your response and your proposal on this project; however, we have decided to go with the Waters Consulting Group.

We look forward to working with you in the future.

If you have any questions, please contact me.

Very truly yours,

Michael E. Murphy, P.E.
Director of Public Works

MEM:sef

cc: Chris Terry

HP LaserJet 3200se



TOALASERJET 3200
9724502837
FEB-25-2002 4:44PM

Fax Call Report

Job	Date	Time	Type	Identification	Duration	Pages	Result
569	2/25/2002	4:43:24PM	Send	912147777625	0:55	1	OK



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If you have any questions, please contact me.

Very truly yours,

Michael E. Murphy, P.E.
Director of Public Works

MEM:sef

cc: Chris Terry



THE WATERS
CONSULTING
GROUP, INC.

February 21, 2002

Mr. Michael Murphy
Director of Public Works
City of Addison
16801 Westgrove Drive
P.O. Box 9010
Addison, Texas 75001-9010

Dear Mr. Murphy:

Enclosed please find two executed contracts for the performance study. If I can be of any further assistance, please contact me at 972.481.1950.

Thank you for your vote of confidence in our firm and we look forward to working with you on this most important project.

Sincerely,

Stacy V. Layton
Director of Business Development & Operations

/svl

AGREEMENT FOR SERVICES

Agreement made this 12th day of February 2002 between the Town of Addison, Texas, hereafter referred to as The Client, and The Waters Consulting Group, Inc., hereafter referred to as WCG.

RECITALS

The Client has its principal place of business at 16801 Westgrove Drive, Addison, Texas 75001. WCG has its principal place of business at 2695 Villa Creek Drive, Suite 104, Dallas, Texas 75234. WCG provides services to clients across the nation in the field of wage and salary system development, performance management, and other related human resource areas; therefore, The Client hereby engages in the services of WCG, and in consideration of the promises herein contained, both parties agree to the following:

TERM

1. This agreement shall be for the period necessary for successful completion of the project, commencing on February 12, 2002 and may not be terminated by The Client unless WCG's services are no longer desired. If The Client terminates, WCG is entitled to any portion of its fee so earned. WCG may not terminate said agreement unless The Client fails to pay WCG for services as agreed. If any of these provisions apply, the terminating party must provide 30 days written notice to the other party.
-

SCOPE OF PROFESSIONAL SERVICES

2. WCG will provide professional services to evaluate the effectiveness and efficiency of the Public Works Department's operations as outlined in the previously submitted proposal dated January 11, 2002.

PROFESSIONAL FEES AND EXPENSES

3. Professional fees for services as outlined in WCG's proposal dated January 11, 2002, will not exceed \$21,200.00. Project related expenses are not included in this quote and will be charged as incurred. Should The Client require additional services not included in this agreement and referenced proposal, an amendment to this agreement stating the exact scope of services and cost of all additional services shall be submitted for The Client's approval.

The fee for services will be payable as follows: \$4,000.00 due at execution of the agreement as an initial retainer, with the balance of the fee for the project billed as work progresses. The Client will make remaining payments for the project upon receipt of an invoice submitted by WCG. Payment to WCG is expected within 30 calendar days. A fee of 1.5% of the unpaid invoice balance will be added to all invoices that are not received within the 30 calendar day period.

All invoices will be forwarded to Mr. Michael Murphy, Director of Public Works for The Client, for processing unless otherwise directed. For reporting purposes, WCG's tax identification number is 75-2272138.

DEVOTION OF TIME

4. WCG shall devote such time to the performance of its duties under this agreement as is necessary for the completion of all project phases.

ENTIRE AGREEMENT

5. This agreement supersedes any and all other agreements, either oral or in writing, between the parties hereto with respect to the subject matter hereof, and no other agreement, statement, or promise relating to the subject matter of this agreement that is not contained herein shall be valid or binding.

AMENDMENT

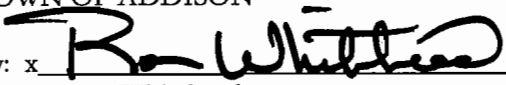
6. This agreement may be amended by the mutual agreement of the parties hereto in writing and must be attached to and incorporated into this agreement.
-

LEGAL CONSTRUCTION

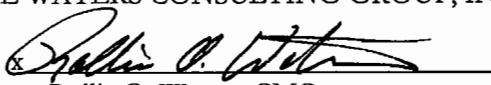
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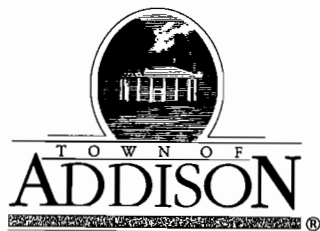
Executed on the day and the year first written in this agreement.

TOWN OF ADDISON

By: x 
Name: Ron Whitehead
Title: City Manager

THE WATERS CONSULTING GROUP, INC.

By: x 
Name: Rollie O. Waters, CMC
Title: President



PUBLIC WORKS DEPARTMENT

(972) 450-2871

Post Office Box 9010 Addison, Texas 75001-9010

16801 Westgrove

DATE: February 5, 2002

TO: Ron Whitehead, City Manager

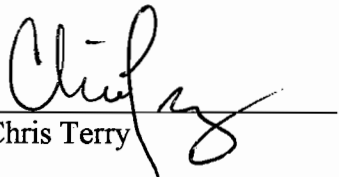
FROM: Chris Terry, Assistant City Manager
Mike Murphy PE, Director of Public Works

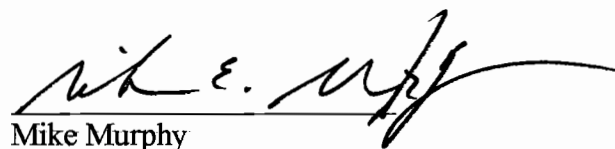
SUBJECT; COUNCIL AGENDA ITEM FOR FEBRUARY 12, 2002
COUNCIL MEETING DEPARTMENTAL AUDIT OF
PUBLIC WORKS

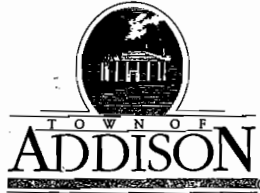
The Public Works Department is proposing to conduct a Departmental Audit regarding the performance efficiency and use of manpower and resources in the daily Public Works operations.

The Public Works Department recently accepted proposals from three firms (Carter & Burgess, Deloitte and Touche and The Waters Group). Each firm was interviewed and references were checked. Based on individual interviews, scope of work and overall approach we have selected Waters Consulting Group to perform this audit. They have agreed perform the audit for an amount not to exceed \$21,220.00. Please find attached a copy of their proposal, which outlines the scope of the work to be performed and their general contract.

Staff recommends that the City Manager be allowed to enter into a contract agreement not to exceed \$21,220.00 with The Waters Group to perform a Departmental Audit of Public Works.


Chris Terry


Mike Murphy



From the desk

Gayle Walton
Department Secretary

5300 Belt Line Road
P.O. Box 9010
Addison, Texas 75001

972/450-7039
Fax 972/450-7043
e-mail: gwalton@ci.addison.tx.us

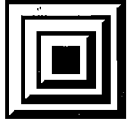
Date:

2/26/02

Mike / we need 2 originally signed contracts from The Waters Consulting Group Inc. We only need one for our contract files.

Attached is the extra signed contract for your files.

Gayle W.



THE WATERS
CONSULTING
GROUP, INC.

February 21, 2002

Mr. Michael Murphy
Director of Public Works
City of Addison
16801 Westgrove Drive
P.O. Box 9010
Addison, Texas 75001-9010

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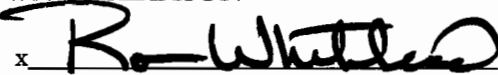
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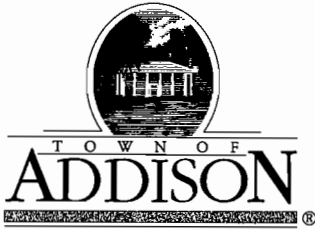
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TOWN OF ADDISON

By: x 
Name: Ron Whitehead
Title: City Manager

THE WATERS CONSULTING GROUP, INC.

By: 
Name: Rollie O. Waters, CMC
Title: President



PUBLIC WORKS DEPARTMENT

Post Office Box 9010 Addison, Texas 75001-9010

(972) 450-2871

16801 Westgrove

*File -
Departmental
Audit*

Fax Cover Sheet

To: *Chris Hartung*
Fax *(972) 481-1951*

From: *Mike Murphy, Dir. of Public Works/Addison*
Fax *(972) 450-2837*
Off *(972) 450-2878*

Subj: *Information for Audit Proposal*

Date: *January 2, 2002*
(number of pages including cover - *22*)

Chris,

Please find attached info you requested for the Town of Addison Public Works Audit.

Feel free to call with any questions.

Mike

GOALS AND PROGRAMS PLANNED
FOR BUDGET YEAR 2001-2002

- Implement the Cross Connection Control Ordinance
- Reduce unaccounted for water by leak testing service lines, fire hydrants and main lines
- Increase level of routine maintenance
- Develop yard at Kellway Lift Station to include Vector Garage Facility
- Continue with the Cathodic Protection Program
- Lindbergh Drive water main replacement
- Wright Brothers/Wiley Post water main replacement
- Brookhaven Club Drive sanitary sewer line replacement
- Convert water and sewer maps to a digital format



STREET DIVISION

GOALS 2000 - 2001

Repair sections of Addison Road and Keller Springs Road damaged by area wide construction projects.

Contract the repair of minor pavement failures on various streets.

Contract major pavement repairs on Midway Road.

Contract joint sealing on Quorum Drive south of Belt Line Road and on Westgrove Drive.

Contract sidewalk repairs and speed humps as needed.

Continue increased efforts to replace worn and missing pavement markings citywide.

Continue to provide community services consisting of brush and bulk item collection, response to all weather emergencies, traffic signal and street sign maintenance, animal control services, special events management, and contract administration for street sweeping, garbage collection, recycling, and street lighting services.

DEPARTMENT MISSION:

The department has a multi-faceted mission which is comprised of the following components: 1) maintain the Town's streets at a level so that none of the estimated 150,000 vehicles which traverse the city's streets every day are delayed due to pavement failure; 2) maintain the Town's drainage system to remove storm water at the peak levels for which the system was designed; 3) ensure all traffic signalization is operated to safely and efficiently move vehicular traffic through the community; 4) collect all residential brush within two business days; 5) administer the contract with private waste haulers for the effective collection and recycling of residential waste; 6) humane enforcement of the Town's animal control and leash laws; and 7) supervise and coordinate the placement of all utility lines (e.g. electricity, natural gas, telecommunications, and cable) within Town right-of-ways to minimize the potential for disruption of utility services.

PROGRAM NARRATIVE:

Accomplishments for FY2000:

- Assisted engineering staff and inspected the following projects: Keller Springs Road/Quorum Drive Intersection Improvements, Addison Road/Keller Springs Road Traffic Signal Improvements, Arapaho Road Construction Phase I, Belt Line/Midway/Quorum Intersection Improvements and the Addison Airport Fuel Farm Concrete Project.
- Supervised contracts for the resurfacing of Addison Road from Morris Avenue to Westgrove Drive, and pavement repairs on Belt Line Road, Centurion Way, Kellway Circle, Marsh Lane, Midway Road, and the Finance Building driveway.
- Supervised the contract for replacement of pavement markers (buttons) on Belt Line Road, Midway Road, Dallas Parkway, Keller Springs Road, Lindbergh Drive, and Westgrove Drive.
- Successfully planned for and implemented emergency response related to potential Y2K event.

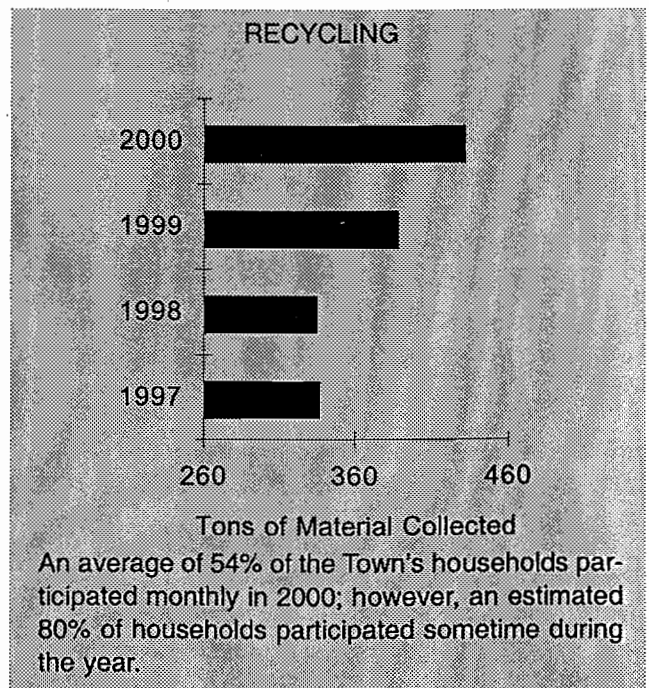
Objectives for FY2001:

- Develop bid specifications, analyze and award bids, and supervise contracts related to the following projects:
 - Reconstruction of the Inwood Road and Quorum Drive railroad crossings
 - Repair of sections of Keller Springs Road damaged by area-wide construction projects

- Joint sealing of Quorum Drive south of Belt Line Road
- Crosswalk pavement markings on Belt Line Road and Midway Road
- Sidewalk repair and speed humps as needed

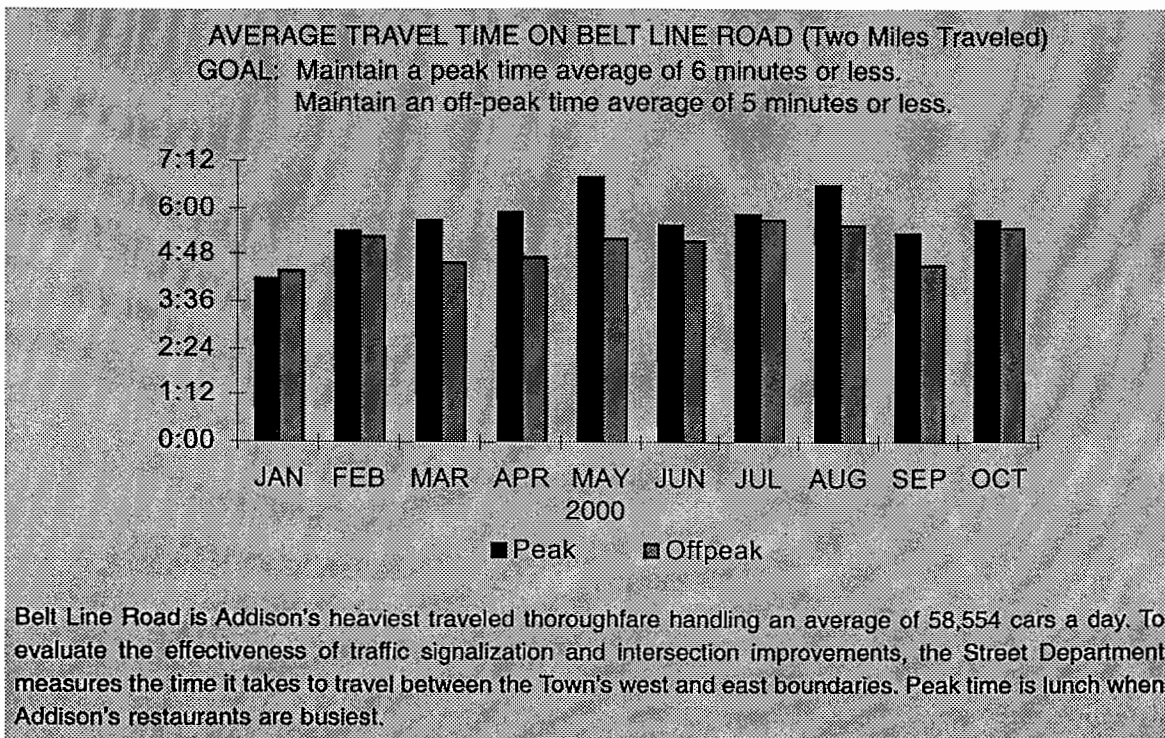
Major Budget Items:

- Annual contracted street repair and paving (\$200,000).
- Electricity for street lights and signals (\$185,000).
- Cost of contracting out garbage collection for residents (\$195,000); amount is billed to residents and reported as part of General fund revenues.
- Contracted out street sweeping (\$48,000)
- Street sign and signal maintenance (\$71,000).
- Expanded Service Level – Expanded street maintenance program (\$100,000).
- Expanded Service Level – Expanded crosswalk and pavement marking program (\$30,000).



EXPENDITURES	Actual 1998-99	Budget 1999-00	Estimated 1999-00	Budget 2000-01
Personal Services	\$282,342	\$318,880	\$303,140	\$342,750
Supplies	12,022	13,320	13,120	15,920
Maintenance	284,413	304,830	295,030	413,500
Contractual Services	491,364	513,150	491,920	485,590
Capital Replacement/Lease	21,560	16,710	16,710	22,870
Capital Outlay	37,183	18,000	22,160	18,400
TOTAL Department Budget	\$1,128,884	\$1,184,890	\$1,142,080	\$1,299,030

STAFFING	Level	Budget 1997-98	Budget 1998-99	Budget 1999-00	Budget 2000-01
Street Superintendent	19 - E	1.0	1.0	1.0	1.0
Inspector	11 - E	0.4	0.4	0.4	0.4
Crew Leader	8 - N	1.0	1.0	1.0	1.0
Technician-Signal/Sign	8 - N	1.0	1.0	1.0	1.0
Senior Maintenance Worker	4 - N	0.0	0.0	1.0	1.0
Animal Control Officer/Maintenance	4 - N	1.0	1.0	1.0	1.0
Maintenance-I	1 - N	1.0	1.0	1.0	1.0
TOTAL		5.4	5.4	6.4	6.4



Capital Project Funds

FUND DESCRIPTION:

Capital project funds are created to account for proceeds from the sale of general obligation or revenue bonds to be used for the acquisition or construction of major capital facilities. Descriptions of the projects, as well as the impact these projects may have on operating budgets, are included in the Town Chronicle Section. Budgets are developed by project which may transcend more than one fiscal year.

FUND NARRATIVES:

Street Capital Project Fund:

For fiscal year 2000, the fund's resources were applied against the South Quorum Access street project, the completion of *Arapaho Extension Phase I*¹ project, *Keller Springs/Quorum* intersection improvements, *Addison Road/Keller Springs* intersection improvements, and Addison Circle Phase II infrastructure.

The budget for fiscal year 2001 reflects the completion of the South Quorum Access street project (\$1,840,940) with bond proceeds received in prior years, and construction of the Addison Road Widening Project (\$2,500,000) with previous bond proceeds and DART LAP funds. Over the years, this fund has accumulated interest earnings that will allow for surplus fund balances to be applied to several projects that include: Addison Circle Phase II b/c infrastructure (\$700,000), Spectrum Crossing (\$273,600), Broadway Street paving rehabilitation (\$200,000), Inwood Road and Quorum Road railroad crossings (\$135,000), and Landmark paving rehabilitation (\$75,000). Also reflected in this fund's budget are portions of the salaries of the Town's engineering staff.

Parks Capital Project Fund:

Projects completed during FY2000 include the completion of the Addison Circle Art Piece, Upper Winnwood Pond Desilting, and the 2000 Landscaping Rehabilitation program. For the 2001 budget, the remainder of the fund's balance will be applied to the 2001 Landscaping Rehabilitation program that includes improvements to the Easement Park (\$225,000) and construction of a dog park at Loos Field (\$75,000).

¹All italicized projects are funded in whole, or in part, by DART LAP funds.
²For more information related to the bond sale, please refer to the Debt Service funds narrative.

Parks Capital Project Fund

STATEMENT OF REVENUES AND EXPENDITURES

	Actual 1998-99	Budget 1999-00	Estimated 1999-00	Budget 2000-01
BEGINNING BALANCE	\$2,119,627	\$ 234,430	\$ 57,190	\$ 287,820
REVENUES:				
Intergovernmental	0	0	0	0
Bond proceeds	0	0	0	0
Interest earnings and other	90,936	30,000	87,000	15,000
Developer contributions	330,000	36,000	120,000	0
TOTAL REVENUES	420,936	66,000	207,000	15,000
OTHER SOURCES OF FUNDS:				
Transfer from General fund	0	871,000	871,000	0
TOTAL AVAILABLE RESOURCES	2,540,563	1,171,430	1,135,190	302,820
EXPENDITURES:				
Administration:				
Personal services	19,245	15,000	15,000	2,000
Engineering and contractual services	117,487	40,000	42,700	0
Construction and equipment	2,346,639	941,800	789,670	300,000
TOTAL EXPENDITURES	2,483,371	996,800	847,370	302,000
ENDING BALANCE	\$ 57,192	\$ 174,630	\$ 287,820	\$ 820

Street Capital Project Fund

STATEMENT OF REVENUES AND EXPENDITURES

	Actual 1998-99	Budget 1999-00	Estimated 1999-00	Budget 2000-01
BEGINNING BALANCE	\$6,337,234	\$7,025,100	\$7,801,050	\$6,613,090
REVENUES:				
DART Grants	4,466,283	1,184,000	414,000	34,000
Interest earnings and other	491,206	230,000	454,340	360,000
Bond proceeds	0	0	0	0
Developer contributions	200,071	0	0	0
TOTAL REVENUES	5,157,560	1,414,000	868,340	394,000
OTHER SOURCES OF FUNDS:				
Transfer from general fund	600,000	325,000	325,000	0
TOTAL AVAILABLE RESOURCES	12,094,794	8,764,100	8,994,390	7,707,090
EXPENDITURES:				
Administration:				
Personal services	175,651	186,070	172,500	198,970
Debt issuance costs	0	0	0	0
Design and engineering:				
Pavement improvements	347,651	115,000	126,250	0
Intersection improvements	67,542	42,500	10,100	0
Drainage improvements	0	0	0	0
Construction and equipment:				
Pavement improvements	3,364,404	3,757,000	1,786,100	5,849,540
Intersection improvements	338,495	1,560,000	286,350	0
Drainage improvements	0	0	0	0
TOTAL EXPENDITURES	4,293,743	5,660,570	2,381,300	6,048,510
ENDING BALANCE	\$7,801,051	\$3,103,530	\$6,613,090	\$958,580

STAFFING	Level	Budget 1997-98	Budget 1998-99	Budget 1999-00	Budget 2000-01
Director - Public Works	26 - E	0.3	0.3	0.3	0.3
Assistant Director-Public Works	23 - E	0.5	0.5	0.5	0.5
Civil Engineer	21 - E	0.5	0.5	0.5	0.5
Project Engineer	19 - E	0.5	0.5	0.5	0.5
Inspector	11 - N	0.3	0.3	0.3	0.3
TOTAL		2.1	2.1	2.1	2.1

FUND NARRATIVE:**2000 Capital Project Fund:**

During the 2000 fiscal year, the Town sold \$9,905,000 in general obligation bonds approved earlier in the year by the Town's voters². The proceeds will be applied to the following projects:

⊗ Arapaho Road Phase II	\$ 4,000,000
⊗ Spectrum Extension (engineering only)	\$ 300,000
⊗ Morris Road	\$ 655,000
⊗ Midway Road Rehabilitation (engineering only)	\$ 350,000
⊗ Belt Line Road Streetscape (preliminary design only)	\$ 300,000
⊗ Town Hall Purchase	\$ 1,300,000
⊗ Athletic Club Expansion	\$ 3,000,000

The proceeds from these bonds were placed in this newly created fund. During fiscal year 2000, the fund spent \$1.3 million for purchase of Town Hall. For FY2001, \$6,449,000 is projected to be spent on engineering, land acquisition, and construction of the above projects.

**2000 Capital Project Fund
STATEMENT OF REVENUES AND EXPENDITURES**

	Actual 1998-99	Budget 1999-00	Estimated 1999-00	Budget 2000-01
BEGINNING BALANCE	\$0	\$0	\$0	\$8,540,000
REVENUES:				
Interest earnings and other	0	0	80,000	500,000
Bond proceeds	0	0	9,905,000	0
TOTAL REVENUES	0	0	9,985,000	500,000
TOTAL AVAILABLE RESOURCES	0	0	9,985,000	9,040,000
EXPENDITURES:				
Debt issuance costs	0	0	35,000	0
Design and engineering:				
Street improvements	0	0	110,000	1,300,000
Building acquisition improvements	0	0	0	289,000
Construction and equipment:				
Street improvements	0	0	0	3,360,000
Building acquisition improvements	0	0	1,300,000	1,500,000
TOTAL EXPENDITURES	0	0	1,445,000	6,449,000
ENDING BALANCE	\$0	\$0	\$8,540,000	\$2,591,000

Utility Fund

FUND DESCRIPTION:

The Town's water and wastewater utilities are financed and operated in a manner similar to private business enterprises, where costs of providing the services to the public are financed primarily through user charges. The fund's financial summary is distinguished from those of other funds in that it resembles the income statements of private corporations. In addition to the income statement, there is included a statement of changes in working capital which is defined as current assets (e.g. cash, investments, accounts receivable) less current liabilities (accounts payable, accrued interest payable, etc). For the Utility fund, working capital represents fund balance. The statement of changes in working capital reports significant financial transactions such as acquisition of fixed assets or retirement of debt which are not included in the income statement.

FUND NARRATIVE:

Operating revenues for the 2000 fiscal year are expected to be 4.3% greater than projected in the budget. For the third consecutive year the North Texas region experienced a hotter and dryer than normal summer that resulted in increased water sales. Operating expenses for the year were also greater than budgeted due, again, to the increased demand for water. Net income (excluding depreciation) is expected to total \$1,503,940 which is 35.1% greater than budget. As part of its capital improvement plan¹, approximately \$334,500 of reserved fund balance was applied to several capital projects. Completed or substantially completed during the fiscal year were the Elevated Storage Tank Rehabilitation project and

Kellway Lift Station Improvements project. Estimated capital expenses were less than budgeted due to delays in acquiring right-of-way for the Brookhaven Club area sewer and water line replacement project. Ending fund balance is estimated to be \$6,199,840, or 22.3% greater than budgeted.

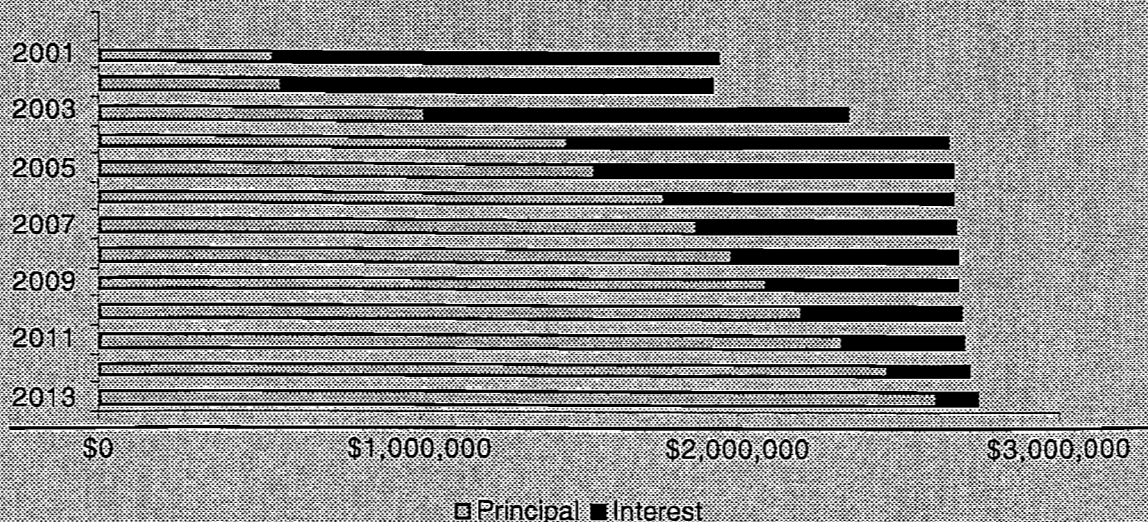
Because water sales the past few years have been inflated by drought conditions, operating revenues during the 2001 fiscal year are budgeted to remain flat despite growth in the Town's customer base. Water and sewer rates will remain the same as the previous year and should generate \$1,008,900 in net income (excluding depreciation). Because of planned capital projects, the budget reflects a decrease in working capital of \$67,630 for an estimated ending fund balance of \$6,132,210. Of this balance, \$3,982,000 is reserved for future infrastructure replacement and rehabilitation².

Capital expenses scheduled for FY2001 include replacement of the Vactor truck (\$185,000) that is used to clean sewer lines, the rehabilitation of Lindbergh/Mitchell area sewer lines (\$240,000) and replacement of the Lindbergh water line (\$112,500).

¹ Please refer to Appendix E for the five year capital project summary plan and the Town Chronicle for more information relating to capital projects.

² Please refer to the Financial Policies in Appendix B for the full policy statement referring to Utility Capital Expenditures.

ANNUAL REQUIREMENT TO AMORTIZE DEBT ASSOCIATED WITH WATER AND SEWER IMPROVEMENTS
October 1, 2000 to Maturity



**Utility Fund
INCOME STATEMENT**

	Actual 1998-99	Budget 1999-00	Estimated 1999-00	Budget 2000-01
Operating revenues:				
Water sales	\$3,307,574	\$3,266,700	\$3,454,500	\$3,488,400
Sewer charges	3,704,496	3,515,000	3,630,000	3,750,000
Tap fees	22,615	12,000	7,000	7,000
Penalties	89,532	70,000	65,000	70,000
Total operating revenues	7,124,217	6,863,700	7,156,500	7,315,400
Operating expenses:				
Water purchases	2,008,323	1,998,800	2,030,800	2,172,300
Wastewater treatment	1,478,734	1,628,100	1,700,000	1,770,000
Utility operations	1,256,847	1,385,410	1,296,390	1,504,690
Total operating expenses	4,743,904	5,002,310	5,027,190	5,446,990
Net operating income	2,380,313	1,861,390	2,129,310	1,868,410
Non-Operating revenues (expenses):				
Interest earnings and other	459,954	446,100	569,100	528,000
Operating transfer	(13,939)	0	0	0
Interest on bonded debt, fiscal charges and other	(1,384,280)	(1,194,470)	(1,194,470)	(1,387,510)
Total non-operating revenues (expenses)	(938,265)	(748,370)	(625,370)	(859,510)
Net income (excluding depreciation)	\$1,442,048	\$1,113,020	\$1,503,940	\$1,008,900

CHANGES IN WORKING CAPITAL

Net income (excluding depreciation)	\$1,442,048	\$1,113,020	\$1,503,940	\$1,008,900
Sources (uses) of working capital:				
Net retirement of long-term debt	(789,905)	(783,300)	(783,300)	(539,030)
Net additions to fixed assets	(389,015)	(1,055,300)	(334,500)	(537,500)
Application of bond proceeds	0	0	0	0
Developer contributions	0	0	0	0
Net sources (uses) of working capital	(1,178,920)	(1,838,600)	(1,117,800)	(1,076,530)
Net increase (decrease) in working capital	263,128	(725,580)	(386,140)	(67,630)
Beginning fund balance	5,550,564	5,793,020	5,813,700	6,199,840
Ending fund balance	\$5,813,692	\$5,067,440	\$6,199,840	\$6,132,210
Reserved for Infrastructure				
Replacement / Rehabilitation	\$2,960,000	\$3,111,200	\$3,111,200	\$3,982,000

Utility Department

DEPARTMENT MISSION

The department's mission is the supplying of safe, uninterrupted water and wastewater services to Addison residents and businesses. The Town purchases water from the City of Dallas and delivers its sewage to the cities of Dallas, Farmers Branch, and Carrollton, who then transport the sewage to treatment facilities in Dallas or to the Trinity River Authority northern region treatment plant. The department staff is responsible for maintaining over 85 miles of water distribution mains, 900 fire hydrants, 68 miles of sewer collection lines, and related pumping and storage facilities. Typical duties include meter reading and repairs, responding to customer service orders, cleaning sewer lines, and testing for proper operation: water meters, shut-off valves, and fire hydrants.

PROGRAM NARRATIVE:

Accomplishments for FY2000:

- Supervised and inspected the repainting of the elevated storage tank.
- Worked with consulting engineers to determine source of sewage with excessive suspended solids and biological oxygen demand (BOD) that has resulted in penalty fees charged by the City of Dallas. Study concluded that the metering station is improperly situated and is recording effluent that is backflowing into the station. The study's report will be presented to the City of Dallas with the expectation that Dallas will relocate the station and penalty fees will cease.
- Developed for Council adoption an amended Drought Contingency Plan and Consumer Confidence Report as mandated by Texas Natural Resources Conservation Commission.
- Department crews cleaned 64,000 feet of sewer lines and inspected 337 fire hydrants and 400 water main valves.

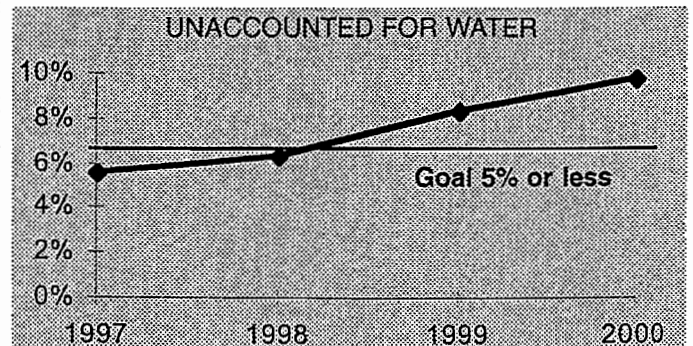
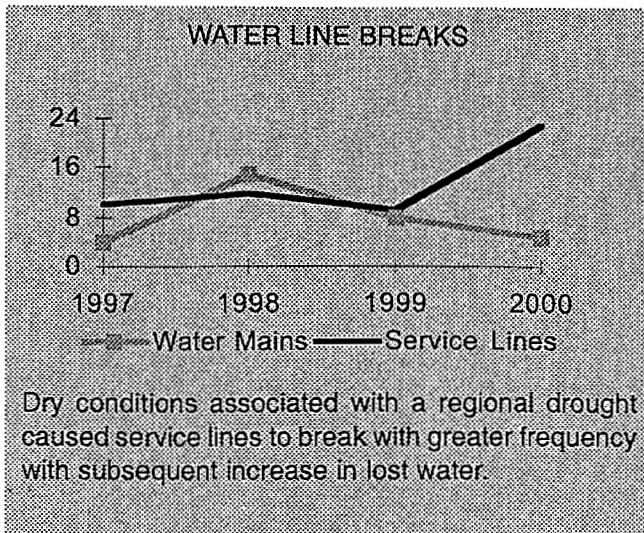
- Crews repaired 4 - 8 inch and larger water line breaks.

Objectives for FY2001:

- Relocate Utility department staff from the Service Center offices to new offices at the Celestial Pump Station to provide room for engineering staff.
- Update water ordinance to formalize the cross connection control program that will help ensure the safe quality of the Town's water.
- Reduce water loss by leak testing service lines and fire hydrants.
- Replace 10 large valve actuators to improve ability to shut down or redirect water flow in the event of water main breaks.
- Install cathodic protection on water lines within the Waterford Court subdivision to arrest water line deterioration.
- Install a backflow assembly on Celestial Pump Station stand-by meter to protect quality of water supply.

Major Budget Items:

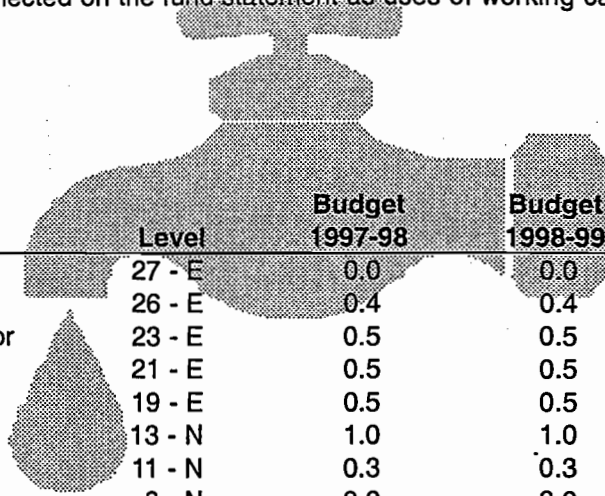
- Engineering fees associated with updating the Town's water and sewer line maps and converting to a digital medium (\$150,000).
- Power costs associated with operating water and sewer pumping stations (\$145,000).
- Costs associated for maintenance of the Surveyor pump station (\$50,000).
- Utility fund's share of liability and property insurance costs (\$45,200).



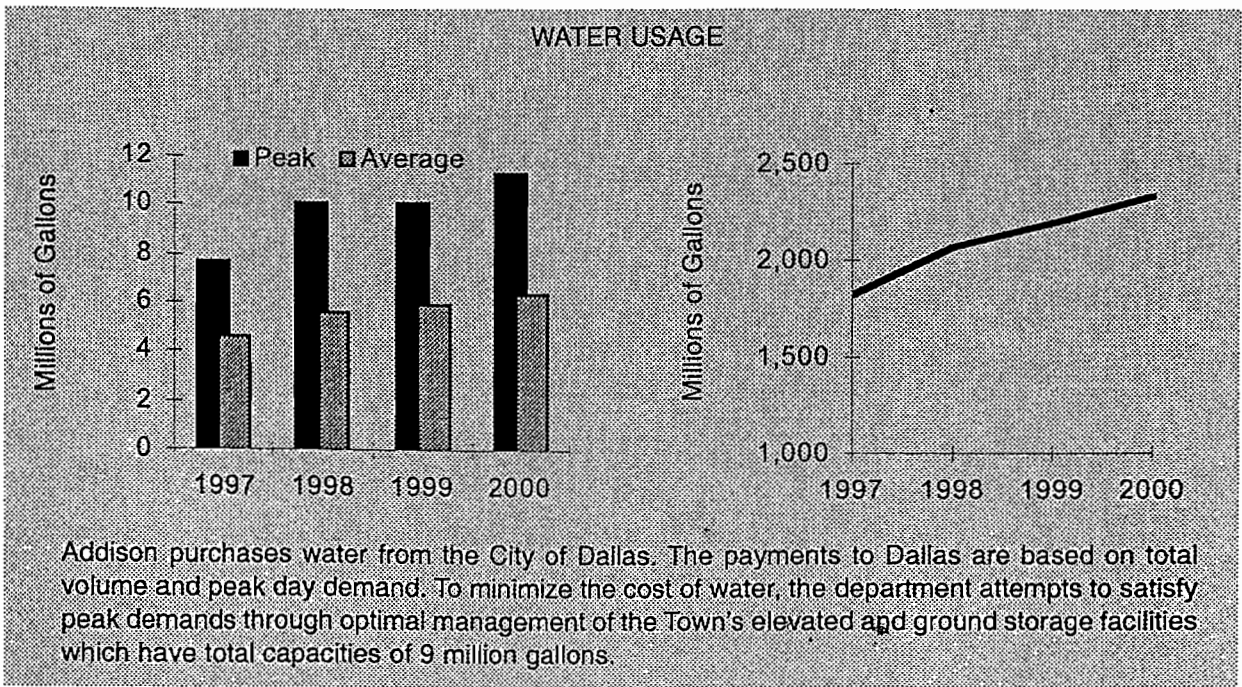
EXPENDITURES	Actual 1998-99	Budget 1999-00	Estimated 1999-00	Budget 2000-01
Personal Services	\$ 669,101	\$ 708,370	\$ 661,210	\$ 749,050
Supplies	54,119	53,700	65,500	61,500
Maintenance	124,630	136,100	109,430	214,900
Contractual Services	407,897	476,740	460,250	479,240
Capital Replacement/Lease	0	10,500	0	0
Capital Outlay	48,764	0	0	0
TOTAL Utilities Budget	\$1,304,511	\$1,385,410	\$1,296,390	\$1,504,690

NOTE:

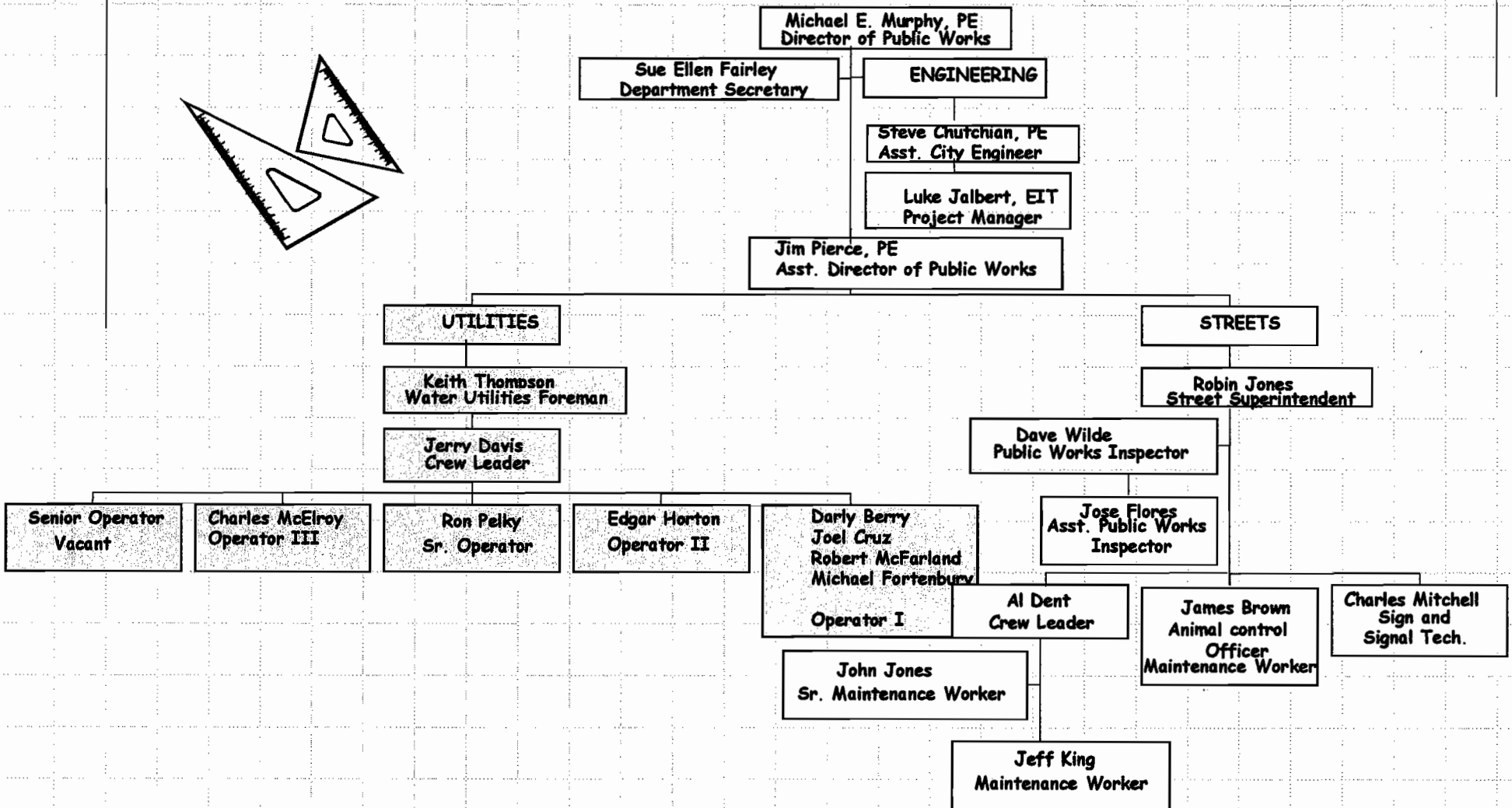
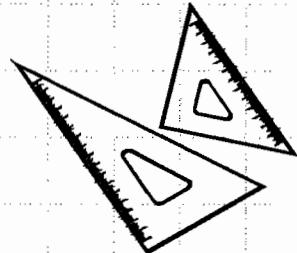
Capital Outlay: Equipment is reflected on the fund statement as uses of working capital instead of expenses.



STAFFING	Level	Budget 1997-98	Budget 1998-99	Budget 1999-00	Budget 2000-01
Assistant City Manager	27 - E	0.0	0.0	0.0	0.2
Director-Public Works	26 - E	0.4	0.4	0.4	0.4
Assistant Public Works Director	23 - E	0.5	0.5	0.5	0.5
Civil Engineer	21 - E	0.5	0.5	0.5	0.5
Project Engineer	19 - E	0.5	0.5	0.5	0.5
Foreman	13 - N	1.0	1.0	1.0	1.0
Inspector	11 - N	0.3	0.3	0.3	0.3
Crew Leader	8 - N	2.0	2.0	2.0	2.0
Equipment Operator	6 - N	1.0	1.0	1.0	1.0
Secretary-Department	6 - N	1.0	1.0	1.0	1.0
Utility Operator Senior	5 - N	1.0	1.0	1.0	1.0
Utility Operator III	3 - N	2.0	2.0	2.0	2.0
Utility Operator II	2 - N	2.0	2.0	2.0	2.0
Laborer	1 - N	2.0	2.0	2.0	2.0
TOTAL		14.2	14.2	14.2	14.4



PUBLIC WORKS ORGANIZATION CHART



HP LaserJet 3200se



TOALASERJET 3200
9724502837
JAN-2-2002 2:58PM

Fax Call Report

Job	Date	Time	Type	Identification	Duration	Pages	Result
614	1/ 2/2002	2:48:41PM	Send	99724811951	9:56	22	OK



PUBLIC WORKS DEPARTMENT
Post Office Box 9010 Addison, Texas 75001-9010

(972) 450-2871
16801 Weagrove

Fax Cover Sheet

To: Chris Hartung
Fax (972) 481-1951

From: Mike Murphy, Dir. of Public Works/Addison
Fax (972) 450-2837
Off (972) 450-2878

Subj: Information for Audit Proposal

Date: January 2, 2002
(number of pages including cover) *22*

Chris,

Please find attached info you requested for the Town of Addison Public Works Audit.

Feel free to call with any questions.

Mike
[Signature]



THE WATERS
CONSULTING
GROUP, INC.

January 11, 2001

Michael Murphy
Director of Public Works
Town of Addison
16801 Westgrove Drive
P.O. Box 9010
Addison, TX 75001-9010

Dear Mr. Murphy:

Thank you for the opportunity to submit this letter describing an approach to conducting a performance review of the Public Works Department for the Town of Addison. I understand the purpose of this review is to evaluate the effectiveness and efficiency of the department and to look for opportunities to improve department operations.

As you know, the Waters Consulting Group, Inc. (WCG, Inc.) is a Dallas-based management consulting firm specializing in management and human resource consulting. We have a seasoned staff of professional consultants with a track record of solid experience in municipal government consulting. Should we be selected for this project, Chris Hartung, one of our Directors, will be the lead consultant. Chris has conducted a number of organizational review engagements for cities similar to Addison including a review of the Police Department for the City of Duncanville and a review of Fire Department operations for the City of Garland. In addition, he has conducted employee opinion surveys and focus groups for several cities including Grand Prairie, Odessa, Lubbock, and Rowlett, Texas. Several of these projects were part of an organizational change effort that was intended to address employee morale issues. Chris also has extensive experience in the development of performance measures for local government services. This background, plus Chris's nineteen years of practical work experience as a City Manager, Assistant City Manager and Director of Finance, gives him a strong understanding of the issues facing the Addison Public Works Department.

In addition, the WCG consulting team will include Sherri White, a Senior Consultant with our firm. Sherri has extensive experience in the research and analysis of performance review data including the development of statistical studies and reports to support organizational change decisions.

Mr. Michael Murphy
Town of Addison Proposal
Page Two

Attached to this letter is our proposed work plan outlining project approach. This work plan has been prepared based upon the following:

- Chris Hartung's discussions with you and the Assistant City Manager regarding the concerns and objectives of the Town regarding this project.
- Chris Hartung's experience as a manager in local government, including supervision of public works and utility personnel.
- Our experience as consultants to local government, including specific experience in assisting organizations interested in evaluating employee attitudes about work related issues and organizational effectiveness.
- Our experience with the development of new and innovative compensation systems for public works and utility employees that encourage the acquisition of higher skills and cross training.

It is my understanding that your objectives for this project include a comprehensive approach that will provide you and the City with information about the effectiveness of current public works services and an analysis of employee concerns regarding management of the department and the work place. The attached work plan is designed to outline such an approach as well.

After you have had a chance to review the attached, we will look forward to discussing it with you and the Assistant City Manager in greater detail. In the meantime, if Chris or I can provide any additional information, please call.

Best Regards,



Rollie O. Waters, CMC
President

Our Understanding of the Assignment

The Town of Addison, Texas is located in northern Dallas County adjacent to the cities of Dallas, Farmers Branch and Carrollton. The Town has a current population of more than 11,000 and is intensely developed with significant areas of the community characterized by high density commercial and office developments. The residential development in the community includes a mix of high-density multi-family and large single-family homes. The Town has traditionally prided itself on the high level of service provided to its residents and business community. The Public Works Department is organized into three divisions: Engineering, Utilities and Streets.

In an effort to evaluate the effectiveness and efficiency of the Department's operations and to look for opportunities to improve services to the citizens, the Town is considering the possibility of contracting with a management consulting firm to conduct a third party performance review of the operations of the Department. We understand that the Town is interested in looking at the utilization of department personnel and comparisons of staffing in the Town of Addison Public Works Department versus a peer group of other cities for common functions, opportunities for cross training and cross utilization of department personnel. This is in an effort to improve the efficiency of the Department and provide enhanced career opportunities for employees as well as the overall effectiveness of the Department in meeting its goals and objectives.

Our Proposed Approach

The Waters Consulting Group Inc. (WCG) has assembled a highly qualified team to conduct this performance review. G. Chris Hartung, a Director for WCG, will head the team. Mr. Hartung has over thirty years of experience in the management of Public Works operations, having served in high-level management positions in local government and as a consultant to local governments on assignments similar to this one. He has dealt with highly sensitive Public Works issues as both a manager in local government and as a consultant. Ms. Sherri White, a Senior Consultant with WCG, will assist Mr. Hartung in this most important project in the research and analysis of statistical data.

Town of Addison

Proposed Work Plan Public Works Department Proposed Performance Review

A stepped approach will be utilized.

WCG is proposing to conduct this project in a stepped approach allowing the Town to control the extent of the review and the cost of each step in the project. Each task will include a specific work plan describing the activities to be conducted and the level of outside resources and Town staff involvement. The initial phase of this effort will involve interviews by WCG with various Town staff members, including the City Manager, Assistant City Manager and others as appropriate, to clarify the work plan and develop a specific schedule for the project. WCG will also request documentation and other information about the operations of the Public Works Department including budget information, management and activity reports, annual work plans, organizational planning documents and other information.

WCG will conduct extensive interviews.

During the second phase of this work plan, WCG will interview all members of the Public Works Department, individually in one-on-one sessions or in focus groups. These interviews will allow individuals to discuss their perceptions of departmental operations and employee concerns. Additionally, the interviews will also provide WCG an opportunity to discuss with employees areas such as perceived organizational mission and objectives, communications, departmental supervision and leadership, training and development and departmental policies and standard operating procedures. If desired by the Town, WCG will also interview key members of the Addison community to gather information about outside perceptions of the Public Works services provided by the Town.

Extensive data will be collected and analyzed by WCG.

This phase of the project will also involve gathering staffing and workload data for common functions from a group of "peer" cities in order to compare the staffing level of the Town of Addison Public Works Department to these cities. WCG will work with the Department Director, Assistant City Manager and others to identify a group of up to ten cities for comparison purposes. In selecting the cities, consideration will be given to population, geographic size, economic base, services provided and perceived quality of service.

The objective of all of these information-gathering efforts is to give WCG a clear and accurate picture of the overall operations and effectiveness of the Public Works Department. The intention is to determine how well the department is accomplishing its overall mission and objectives and to evaluate its capacity to do so.

A written set of findings will be prepared and delivered by WCG.

Following completion of these interviews and the review of documentation, WCG will prepare a written set of findings and observations describing the results of the interviews, the results of the peer city comparison, the review of departmental management and performance reports, and the review of other documentation provided by the Town. We will meet with the Director of Public Works, the Assistant City Manager and others as appropriate to discuss the findings and observations to ensure that they accurately describe the current situation. This document will then form the basis of the development of a set of recommendations to the Town for addressing issues identified which can improve the delivery of these most important services and which will address concerns voiced by employees through the interviews.

Role of the Consultant

Technical Advisor

WCG will serve as a third party resource and technical advisor to the Town during this project. We understand the interest of the Town in involving the employees of the department and other key staff members at appropriate points and believe that this approach will accomplish that objective. We will conduct the interviews with Public Works employees, Town management and other Town staff members to gather information about their perceptions concerning this review. We believe that conducting these interviews in a way that will assure confidentiality of individual responses will ensure that employees will be open and honest in their discussions.

Finally, WCG will prepare an evaluation including observations and findings, and a final report outlining a recommended strategy at the conclusion of the review.

Continued and Focused Communication

We understand the importance of regular communication with the client in a project of this significance. At several points during the project, the consultant will meet with the Town staff to discuss progress of the project. If desired by the Town, the consultant will also provide written progress reports on a periodic basis. We believe that our location in the Dallas/Fort Worth area enhances our ability to maintain effective communication with the Town throughout the recruitment engagement.

Role of the Town Staff

The Town staff will be involved in this project in the following ways:

- The City Manager, Assistant City Manager, Director of Public Works and other key management staff will be interviewed by the consultants as part of the initial data collection effort. They will also be involved throughout the duration of the project with periodic updates as well as in providing assistance in the information collection process.
- Public Works employees will be involved in the review by participating in individual or focus group discussions with the consultants.

We will request the Town to designate someone to be the Project Coordinator and the primary contact between WCG and the Town. All requests for meetings and information will flow through the Project Coordinator.

Task I: Project Initiation

Following project authorization, WCG will meet with the Director of Public Works, Assistant City Manager and others as appropriate to finalize the scope and schedule for the project and identify information needed. The list of people to be interviewed in Task III will also be finalized. It is anticipated that this meeting will occur within ten days of project approval. Information to be requested by WCG will include, but is not limited to:

- Budget documentation and monthly financial reports
- Management and activity reports
- Organization charts and roster information
- Job descriptions for positions in the department
- Organizational mission, purpose and strategic planning information, if available
- Citizen complaints and requests for service
- Personnel actions by employees including disciplinary actions, grievances and appeals
- Employee performance appraisal documentation
- Selected incident reports (to be determined jointly with the Town representative)
- Departmental policy manuals and operating procedures

Task II: Initial Interviews

WCG will conduct interviews with Public Works personnel in individual meetings lasting approximately one hour in length or in focus groups. These initial meetings will involve supervisors and non-supervisory personnel in separate sessions. Given the number of personnel included, we anticipate that the meetings can be completed over a one-week period. During these closely controlled and organized meetings we will allow participants to discuss their perceptions about the current extent and effectiveness of Public Works activities in the Town. We will attempt to solicit comments about the strengths of these operations as well as any areas of concern. Subjects discussed will include:

- Organizational communications
- Management and supervision
- Strategic planning and goal setting
- Compensation and benefits
- Departmental policies and procedures
- Employee participation in decision making and teamwork
- Work environment issues
- Equipment and other resources
- Training and development
- General job satisfaction

We will also discuss relationships between the Public Works employees and other Town departments.

If desired by the Town, WCG will also contact selected representative citizens in Addison to gather information about the perceptions of external customers of the Public Works department. The specific people to be contacted will be identified by WCG and Town representatives jointly and will be selected to provide a demographically diverse pool of 10 to 15 people from the community.

Following these meetings, we will prepare a summary report discussing participant comments. This report will be prepared in a way that will maintain confidentiality of individual responses and prevent the identification of individual employees and citizens as much as possible. Comments will be grouped into general topics in summary form. The report will, however, allow WCG and the Town to gain a better understanding of employee and citizen concerns.

Task III: Conduct Survey of Other Cities

WCG will gather information from a group of other cities considered to be peers of Addison concerning aspects of their public works activities. The cities will be chosen by WCG and the Town staff based upon their similarity to Addison in population, economic base, number of employees and services provided. Geographic proximity and previous history of comparison will also be considered. Information to be gathered will be items such as:

- Staffing and manpower allocation
- Performance and activity reporting including benchmarks being developed by national organizations
- Policy manuals and standard operating procedures
- Budget planning and management issues

The information request will be reviewed and approved by the Town prior to its use.

Once the survey has been completed, WCG will tabulate the data and analyze it against similar statistical information from the Town of Addison and will include this information in the subsequent review.

Task IV: Conduct Analysis of Information

Following the completion of the data collection phase described in Tasks I through III, we will begin a thorough statistical review of the information received. This analysis will be documented in a written set of "Findings and Observations". This information will be organized according to major subject headings and will be presented in a way intended to maintain the confidentiality of individual sources as much as possible. The result of this analysis and documentation should be a comprehensive discussion of the current state of the operations of the Public Works Department. The discussion should identify areas of strength as well as areas that may be improved. Once completed, WCG will meet with the City Manager and others as appropriate to discuss progress to date on the performance review. We will look to the Town's Project Coordinator to clarify or correct any factual inaccuracies in the draft documentation of "Findings and Observations".

This clarification represents an important step in the process because the next step involves the development of a preliminary set of recommendations.

If necessary, WCG may conduct additional interviews to clarify information as a result of questions raised by the City Manager or others during this preliminary review of the "Findings and Observations".

The final output of this task will be a set of "Findings and Observations" that will form the basis of the development of recommendations for improving the operations of the Public Works Department.

Task V: Preparation and Review of Draft Final Report

Following completion of Task IV, WCG will again review all information obtained during the study, including interview notes and survey data and the findings and observations. We will prepare a draft final report outlining the review and including a set of recommendations. Recommendations will be intended to address major areas of concern identified by employees in the interviews, as well as performance issues identified by WCG in our review of the operations of the Public Works functions. One specific area of review will include a discussion of opportunities to broaden the job responsibilities of employees by providing cross training and redefining the job. Because of the limited number of personnel in the Public Works Department, increasing the breadth and level of skills of departmental personnel has the potential of strengthening the department by increasing the ability of department management to use personnel more flexibly and by allowing the development of "backup" capability without adding additional positions.

These recommendations will assist the Town to improve Public Works service delivery directly through changes to departmental operations, or indirectly by suggesting improvements in the work environment for employees in the department. We will meet with the City Manager and others as appropriate in a work session to discuss the draft final report.

Task VI: Preparation of Final Report

Following the review of the draft report by the Town staff, WCG will make any appropriate revisions and will prepare the final report for submission to the Town. It is anticipated that the final report will include a description of the steps taken in the analysis phase, summaries of interview notes, survey data, the findings and observations and recommendations. This report will provide the Town staff with direction for implementation of recommendations.

Subsequent Activities

Following completion of these activities the Town may desire assistance with implementation of the recommendations. WCG is prepared to submit additional work plans as deemed appropriate outlining possible additional areas of assistance. These activities may include specific training activities, documentation of new jobs, adjustments to the compensation plan to fit the broader jobs, policy/procedure development or other services as requested by the Town.

Chris Hartung, Director

Professional Background

Chris Hartung is a Director with WCG and is a principal consultant with the firm. He has over thirty years of experience in managing and consulting in both the private and public sector. He has served as Director of Finance, Assistant City Manager, and City Manager in full service municipalities such as Garland, Denton, and White Settlement, Texas with populations ranging from 15,000 to 160,000.

Mr. Hartung has conducted training sessions and given keynote speeches for hundreds of clients in the areas of total quality management, strategic business planning, management and supervisory skills, employee performance appraisal, and customer service. He has conducted lectures and seminars for Texas A&M University, the University of North Texas, Texas Woman's University, the University of Texas at Arlington, and the University of Texas at Austin as well as for professional groups such as the Texas Fire Chiefs' Association, the Texas City Management Association, the Texas Municipal Utilities Association and the Texas Public Works Association. He has also served as an adjunct faculty member of the University of North Texas and is on the faculty of the Bill Blackwood Law Enforcement Management Institute (LEMI) and the Certified Professional Management (CPM) program.

Professional Accomplishments and Highlights

In addition to his management experience, Mr. Hartung has fifteen years of experience as a management consultant. Consulting assignments have included executive recruitment for a broad range of public management positions, including city manager, director of finance, director of personnel/human resources, director of utilities, director of public works, fire chief, police chief, and other senior management positions. Other consulting assignments have included city council planning sessions and retreats, facilitation of city charter review committees, classification and compensation studies, training, and organizational analysis. Organization and management analysis assignments have included total city operations as well as individual departments.

Mr. Hartung received his Bachelor's Degree from Southern Methodist University in Dallas and his Master's Degree from the University of North Texas.

Sherri White, Senior Consultant

Professional Background

Sherri White is a Senior Consultant for The Waters Consulting Group, Inc. (WCG). She has more than eight years of private sector compensation and consulting experience. Prior to joining the Waters Consulting team in January 2001, Sherri held several staff positions in the insurance and petroleum industries.

Sherri has effectively administered compensation and benefit plans for both foreign and domestic operations. She has an extensive knowledge in the design and implementation of benefit plans, as well as the development, analysis and recommendation of salary structures, job evaluations and cost analysis. Sherri has initiated and participated in salary surveys and compensation studies to determine both internal and external equity. She has also performed job audits and evaluations to include FLSA status recommendations.

Most recently, Sherri has worked to install a market-based pay program for the City of Killeen, Texas, that afforded the client greater flexibility in competing for high-performing talent.

Areas of Expertise

- Data Collection and Analysis
- Job Evaluation Analysis
- Job Description Analysis
- Benchmarking
- Market Surveys
- Salary Administration Audits

Professional Accomplishments and Education

Sherri holds her bachelor's degree from Southern Methodist University. She is also recognized through the American Compensation Association as a Certified Compensation Professional (CCP).

Timing and Cost

We are prepared to initiate this review within ten days of project authorization by the Town of Addison. We anticipate completion of all tasks within sixty days of notification to begin.

The fee for this project will be \$21,220, plus reimbursement of out-of-pocket expenses for items such as travel, printing and telephone charges. The fee for services will be payable as follows: \$4,000 due at execution of the agreement as an initial retainer, with the balance of the fee for the project billed as work progresses. Expenses will be billed as incurred. Invoices are due within thirty business days of being mailed. A fee of 1.5% of the unpaid balance will be added to all invoices for which payment is not received within thirty days of mailing.

While this work plan has been designed to give the Town the maximum amount of flexibility in the design of this performance audit, we are prepared to discuss any modifications that the City Manager believes necessary. A significant cost factor for this review is the number of interviews proposed. As an option, the Town might consider the use of more limited individual interviews and group discussions such as focus groups to reduce consultant time requirements. Having the Town reproduce materials as much as possible can also minimize printing costs.

A specific work plan will be prepared for any additional services beyond the scope of this project and submitted to the Town for approval prior to commencing any work.

Description Of Similar Projects

Chris Hartung has conducted organizational reviews and assessments for a number of organizations. Related projects include the following:

**City of
Duncanville, TX
Police
Department**

(214) 653-7650
CONTACT: Dan Savage, Former City Manager

This organizational assessment involved interviews with all members of the department individually or in focus groups to determine the level of satisfaction of department personnel with a number of management and operational issues. A report summarizing the results of the interviews was prepared for the City Manager.

**City of
McKinney, TX
Police
Department**

(972) 529-1325
CONTACT: Don Paschal, Former City Manager

Chris Hartung conducted individual and focus group discussions to gather information about employee concerns and morale for this police organization that was undergoing a change in the Chief's position. The situation and issues involved sounded very similar to those being voiced by members of the Lancaster Department. A report was prepared for the City Manager that guided him in the selection of the next Police Chief.

**City of Garland,
TX
Fire Department**

(972) 221-2111
CONTACT: Denny Wheat, Current Interim City Manager, Lancaster

The consultant conducted an organizational assessment as a transition study that was part of the recruitment of a new Chief of the Fire Department.

Other Related Assignments

**City of
Mesquite, TX
Fire Department**

(972) 216-6403
CONTACT: Jess Moore, Deputy Fire Chief

This project involved assistance to the Mesquite Fire Department Fire Prevention Division. The assignment was to analyze the division's staffing and manpower scheduling. It resulted in the development of a set of results-oriented performance measures for the division.

Employee Focus Group Discussions

Chris Hartung has also conducted employee focus group exercises as a part of an organizational assessment for the following cities:

- City of Duncanville—entire city organization
- City of McKinney—entire city organization
- City of Sugar Land—entire city organization