

**CHARTER TOWNSHIP OF VAN BUREN BOARD OF TRUSTEES  
SEPTEMBER 5, 2017 WORK STUDY MEETING 4:00 P.M.  
TENTATIVE AGENDA  
REVISED WORK STUDY**

**ROLL CALL:**

Supervisor McNamara _____	Trustee Miller _____
Clerk Wright _____	Trustee White _____
Treasurer Budd _____	Engineer Nummer _____
Trustee Frazier _____	Attorney McCauley _____
Trustee Martin _____	Secretary Montgomery _____

**UNFINISHED BUSINESS:**

**NEW BUSINESS:**

1. Discussion on the 2017 amended and 2018 proposed Downtown Development Authority (DDA) Budget.
2. Discussion on the 2017 amended and 2018 proposed Local Development Finance Authority (LDFA) Budget.
3. Discussion on the Storm Water maintenance agreement between the Township and Belleville Development.
4. Discussion on the purchase of playground equipment for Van Buren Park in an amount not to exceed \$70,000.
5. Presentation on proposed management restructuring of the Planning and Economic Development Department and Public Services.

**PUBLIC COMMENT:**

**CLOSED SESSION:**

**ADJOURNMENT:**

# Charter Township of Van Buren

Agenda Item: #5

## REQUEST FOR BOARD ACTION

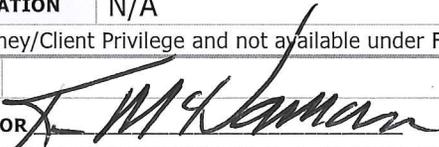
**WORK STUDY MEETING DATE: 09/05/17**

**BOARD MTG. DATES: N/A**

Consent Agenda \_\_\_\_\_ **New Business** X \_\_\_\_\_ Unfinished Business \_\_\_\_\_ Public Hearing \_\_\_\_\_

<b>ITEM (SUBJECT)</b>	Presentation regarding proposed Public Services Department Restructuring.
<b>DEPARTMENT</b>	Public Services & Planning & Economic Development
<b>PRESENTER</b>	Ron Akers, James Taylor, and Matthew Best
<b>PHONE NUMBER</b>	734-699-8913
<b>INDIVIDUALS IN ATTENDANCE (OTHER THAN PRESENTER)</b>	N/A

### Agenda topic

<b>ACTION REQUESTED</b>	To give a presentation regarding the proposed Public Services Department Restructuring.
<b>BACKGROUND – (SUPPORTING AND REFERENCE DATA, INCLUDE ATTACHMENTS)</b>	Please see attached documentation.
<b>BUDGET IMPLICATION</b>	Please see attached documentation.
<b>IMPLEMENTATION NEXT STEP</b>	A series of approvals will be required to make the proposed changes. These will be brought forward at future board meetings.
<b>DEPARTMENT RECOMMENDATION</b>	N/A
<b>COMMITTEE/COMMISSION RECOMMENDATION</b>	N/A
<b>ATTORNEY RECOMMENDATION</b>	N/A (May be subject to Attorney/Client Privilege and not available under FOIA)
<b>ADDITIONAL REMARKS</b>	
<b>APPROVAL OF SUPERVISOR</b>	



# PROPOSED PUBLIC SERVICES DEPARTMENT RESTRUCTURING

August 30, 2017

Prepared by:

Ron Akers, AICP

Director of Planning & Economic Development

## Introduction

Over the course of the past few years Township management staff has been implementing more of a team based environment in both the Planning & Economic Development Department and the Public Services Department. This has resulted in more efficient processes, better communication, and two departments who simply work together very effectively. This relationship is informal, but it works due to the willingness and shared goals of the managers in the department. After an evaluation on ways to best use Township resources and staff; we are proposing to formalize this relationship by consolidating the Department of Public Services and the Planning & Economic Development Department into the Public Services Department. This consolidation will formalize the shared goals under common leadership, maintain our improved coordination, and also allow for unrealized efficiencies. This document will discuss the proposed staffing changes to the management structure which will allow us to better realize these efficiencies and it will look at the financial impact of these changes. Please consider the following.

## Current Structure

There are five (5) management employees in the PED and DPS Departments. Those positions and their duties are as follows:

### Director of Planning & Economic Development:

- A. Oversees the administrative functions of the Planning & Economic Development Department:
  - 1. Personnel
  - 2. Budgeting
  - 3. Financial
- B. Provides direct staff support for the Planning Commission, Local Development Finance Authority, and Township Board of Trustees.
- C. Serves as a liaison to economic development entities at the state, regional, and local level.
- D. Oversees all Planning and Zoning functions of the Township.
- E. Develops and implements all Economic Development strategies for the Township.
- F. Jointly coordinates the review and processing of site plans and building plans.
- G. Jointly oversees the Townships Building Department.
- H. Serves as the Townships Zoning Administrator.
- I. Represent the Township in legal actions involving zoning ordinance violations.
- J. Jointly coordinates with the Township condemnation and demolition activities.
- K. Processes Special Assessment Districts.
- L. Coordinates local road and infrastructure projects.
- M. Jointly oversees the Township's CDBG program.
- N. Prepares ordinance amendments and guides them through the approval process.

### Deputy Director of Planning & Economic Development:

- A. Provides direct staff support for the Board of Zoning Appeals, Environmental Commission, and Township Board of Trustees.
- B. Jointly coordinates the review and processing of site plans and building plans.
- C. Oversees the Township's environmental operations including:
  - 1. Lake requirements
  - 2. FERC agreement
  - 3. Landfill activities

4. Trash pick-up
  5. Driveway sealers regulation
  6. Any other environmental related programming or activities
  7. Township Stormwater Management Programs
  8. Represents the Township at various Watershed Management Alliance groups
- D. Jointly coordinates Township condemnation and demolition activities
  - E. Jointly oversees Township CDBG program.
  - F. Jointly oversees the Townships Building Department
  - G. Jointly coordinates interdepartmental projects and promotes communication and coordination with other department directors.
  - H. Jointly coordinates activities with the Code Enforcement Group within Public Safety.

Director of Public Services:

- A. Plans, organizes, and directs all aspects of the Public Services Department including:
  1. Personnel
  2. Budgeting
  3. Planning
  4. General administration
  5. Capital needs assessment
- B. Oversees both Water & Sewer and Building & Grounds activities.
- C. Oversees Township Engineers.
- D. Provides staff support to the Township Board of Trustees and the Water & Sewer Commission.
- E. Serves as liaison to outside boards and commissions related to water & sewer operations (currently thirteen (13)).
- F. Oversees utility billing and financial aspects of the department.
- G. Provides project management for large water/sewer and building/grounds projects.
- H. Performs capital improvement planning for the department.
- I. Assists with the resolution of customer complaints.
- J. Current S-1 certified operator.
- K. Oversees meeting all regulatory monitoring & other requirements.

Water & Sewer Superintendent:

- A. Manages day to day operations of water and sewer divisions.
- B. Supervises the following:
  1. The operation, installation, maintenance, and repair of piping, water hydrants, and gate valves.
  2. The construction and maintenance of gate wells.
  3. The maintenance of manholes, sewer lines, pumps, ancillary equipment and facilities, and all sanitary collection facilities.
  4. The repair and reading of water meters for industrial, commercial, and residential accounts.
- C. Assigns and evaluates the daily activities of water & sewer staff.
- D. Ensures Township compliance with regulations related to water.
- E. Maintains records and reports in compliance with MIOSHA regulations and other applicable laws.
- F. Enforces safety rules and ensures proper training of employees.
- G. Assists with the resolution of customer complaints.
- H. Assists the Director with preparation of reports and budgets.

- I. Other duties as assigned.

Building & Grounds Superintendent:

- A. Manages day to day operation of building and grounds divisions.
- B. Supervises the cleaning, maintenance, and repair work of Township building and grounds including parks, cemeteries, and burial activities.
- C. Assigns and evaluates the daily activities of building & grounds staff.
- D. Enforces safety rules and ensures proper training of employees.
- E. Assists with the resolution of customer complaints.
- F. Assists the Director with preparation of reports and budgets.
- G. Other duties as assigned.

**Proposed Structure**

The following are the realigned duties of the positions under the proposed management structure. Please see Exhibit A for a proposed organizational chart.

Director of Public Services

- A. Oversees the direction and sets goals for the Public Services Department including the water & sewer division, the planning & economic development division, and the building & grounds division.
- B. Plans, organizes, and directs the Public Services Department including:
  - 1. Personnel
  - 2. Budgeting
  - 3. General administration
  - 4. Planning & coordination
- C. Provides direct staff support to the Township Board of Trustees and the Environmental Commission.
- D. Oversees the Building & Grounds division.
- E. Oversees the Township's CDBG program.
- F. Oversees the Township Engineers.
- G. Prepares and oversees the Township's Capital Improvement Plan.
- H. Coordinates the Special Assessment District process.
- I. Coordinates special projects including sidewalk installation and road improvement projects.
- J. Oversees the Township's environmental operations including;
  - 1. Lake requirements
  - 2. FERC agreement
  - 3. Landfill activities
  - 4. Trash pick-up
  - 5. Driveway sealers regulation
  - 6. Any other environmental related programming or activities
- K. Maintains relationships with outside agencies and other departments in the Township.
- L. Jointly coordinates activities with the Code Enforcement Group within Public Safety.

Director of Planning & Economic Development

- A. Oversees the administrative functions of the Planning & Economic Development Division
  - 1. Personnel
  - 2. Budgeting

- 3. Financial
- 4. General administration
- B. Provides direct staff support for the Planning Commission, Board of Zoning Appeals, Local Development Finance Authority, and Township Board of Trustees.
- C. Serves as a liaison to economic development entities at the state, regional, and local level.
- D. Oversees all Planning and Zoning functions of the Township.
- E. Develops and implements all Economic Development strategies for the Township.
- F. Oversees the Township's Building Department
- G. Serves as the Township's Zoning Administrator
- H. Oversees the review and processing of site plans and building plans.
- I. Represents the Township in legal actions involving zoning ordinance violations.
- J. Oversees the Township's condemnation and demolition activities.
- K. Prepares ordinance amendments and guides them through the approval process.

Director of Water and Sewer

- A. Oversees the administrative functions of the Water & Sewer Division including:
  - 1. Personnel
  - 2. Budgeting
  - 3. Financial
  - 4. General administration
  - 5. Capital needs assessment
- B. Oversees all water & sewer activities.
- C. Provides staff support to the Township Board of Trustees and the Water & Sewer Commission.
- D. Serves as liaison to outside boards and commissions related to water & sewer operations.
- E. Oversees utility billing and financial aspects of the division.
- F. Provides project management for large water/sewer projects.
- G. Assists with the resolution of customer complaints.
- H. Current S-1 certified operator.
- I. Oversees meeting all regulatory monitoring & other requirements.

Water & Sewer Superintendent:

- A. No change to assigned duties.

Building & Grounds Superintendent:

- A. No change to assigned duties.

**Key Changes**

Change of Duties for Public Services Director and Creation of the Water & Sewer Director

The most significant change in the management structure is the elimination of the Deputy Director of Planning & Economic Development position, the adjustment in the duties of the Public Services Director and the creation of the Water & Sewer Director position. Under this change the Public Services Director would oversee the water & sewer division, the planning & economic development division, and the building & grounds division, and their duties would be adjusted as depicted above. The Water & Sewer Director would be primarily responsible for the water & sewer activities in the Township. Their adjusted duties are also reflected above. The intent of the change in structure is to formalize the relationship between the two (2) existing departments which promotes efficient development processes, and

housing the three (3) divisions under the same department allows for future efficiencies in office administration. Additionally, the realignment of responsibilities not only right sizes the workload on management staff, but focuses the activities of each manager which will allow for increase productivity.

It is our intent to utilize existing staff to fill these positions. We propose that the current Deputy Director of Planning & Economic Development be promoted to fill the Public Services Director position and the current Public Services Director will transition into the Water & Sewer Director position. The Planning & Economic Development Director will stay the same.

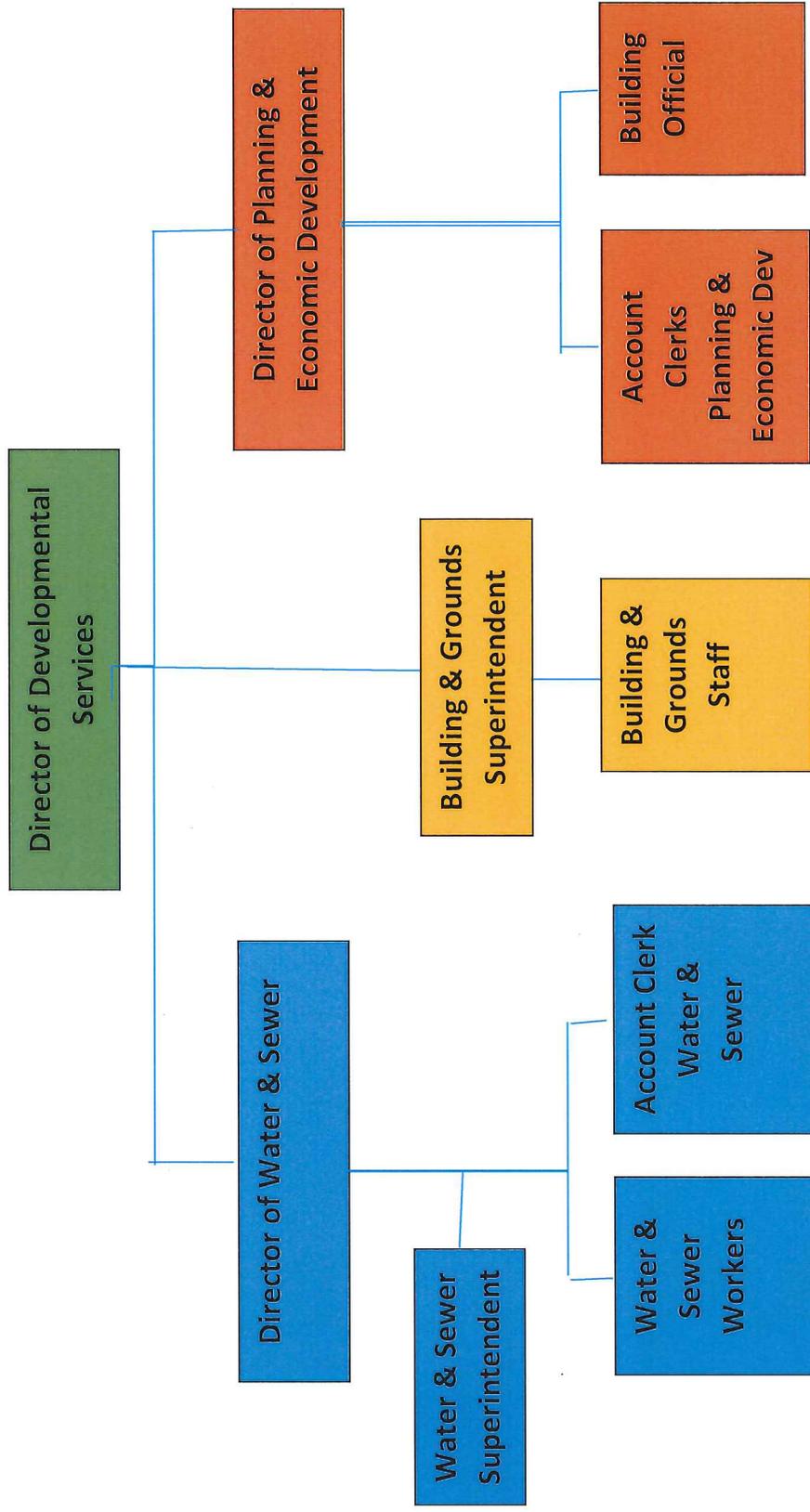
#### **Impacts to the General Fund & Water/Sewer Fund**

The consolidation of the two (2) departments will have an overall increase in operation costs, but there will be a savings on the General Fund of the Township. The attached Exhibit B addresses the potential cost adjustments. Under the current structure, the Deputy Director of Planning & Economic Development's full salary and benefits come from the General Fund. The modified Public Services Director's salary and benefits are proposed to be split between the General Fund and the Water/Sewer Fund as that position has supervisory responsibilities over both General Fund and Water/Sewer Fund functions. Using 2016 actuals and the estimated salary and benefit totals for the Public Services Director position, the proposed changes depict a potential savings of \$40,900 to the General Fund in the 2018 budget. These costs would be absorbed by the Water/Sewer Fund which would see a potential increase of \$58,316. In total, operational costs are projected to increase by \$17,416. Please keep in mind that the numbers will be different each year as salary and benefit costs generally change annually. This analysis is merely to give an idea of the financial impact this change could have during the 2018 fiscal year.

#### **Conclusion**

This consolidation is intended to formalize the shared goals under common leadership, maintain our improved coordination, and also allow for unrealized efficiencies. The proposal to shift management responsibilities by modifying the Public Services Director position and adding the Water & Sewer Director position will improve productivity by focusing responsibilities and provide additional coverage and stability in the department. Utilizing existing Township staff for this transition will reduce time to full implementation and allow the Township to better utilize their existing human capital. The created cost savings to the General Fund will allow us to reduce our reliance on the General Fund thus freeing up more funds for other potential governmental activities in the Township. In short, the potential efficiencies and costs savings to the General Fund through the proposed structural changes will result in a positive impact on the community.

Exhibit A: Proposed Development Services Department Organizational Chart



**Exhibit B: Development Services Restructuring Management Cost Changes**

**Current Structure - Management (2018 Proposed Budget)**

<b>Title</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Cost</b>	<b>Cost to General Fund</b>	<b>Cost to Water/Sewer Fund</b>
Director of Planning & Economic Development	\$75,850	\$43,500	\$119,350	\$119,350	
Deputy Director of Planning & Economic Development	\$67,650	\$31,500	\$99,150	\$99,150	
Director of Public Services	\$76,136	\$22,700	\$98,836		\$98,836
Water & Sewer Superintendent	\$60,910	\$27,934	\$88,844		\$88,844
Building & Grounds Superintendent	\$60,910	\$30,100	\$91,010	\$91,010	
<b>Total</b>	<b>\$341,456</b>	<b>\$155,734</b>	<b>\$497,190</b>	<b>\$309,510</b>	<b>\$187,680</b>

**Proposed Structure - Management**

<b>Title</b>	<b>Salary</b>	<b>Benefits</b>	<b>Total Cost</b>	<b>Cost to General Fund</b>	<b>Cost to Water/Sewer Fund</b>
Director of Planning & Economic Development	\$75,850	\$43,500	\$119,350	\$119,350	
Director of Development Services	\$81,000	\$35,500	\$116,500	\$58,250	\$58,250
Director of Water & Sewer	\$76,136	\$22,700	\$98,836		\$98,836
Water & Sewer Superintendent	\$60,910	\$28,000	\$88,910		\$88,910
Building & Grounds Superintendent	\$60,910	\$30,100	\$91,010	\$91,010	
<b>Total</b>	<b>\$354,806</b>	<b>\$159,800</b>	<b>\$514,606</b>	<b>\$268,610</b>	<b>\$245,996</b>
<b>Net Change</b>	<b>\$13,350</b>	<b>\$4,066</b>	<b>\$17,416</b>	<b>-\$40,900</b>	<b>\$58,316</b>