



## **Continuity of Operations Plan (COOP) Essential/Critical Staffing Levels**

### **Scope:**

The purpose of this document is to provide operational guidelines for the continuation of essential services performed by the Public Works Department in the event of a staffing issue related to any public health emergency.

In the event the Director of Public Works is unable to perform duties of the position, said roles and responsibilities shall be transferred to the Deputy Director/Town Engineer until which time the Director is again capable.

In the event both the Director of Public Works and the Deputy Director of Public Works/Town Engineer are unable to perform duties of the position, said roles and responsibilities shall be transferred to the Director of Operations until which time the Director or Deputy is again capable.

### **Essential Services:**

1. Collect and dispose of **Municipal Solid Waste/Recycling** at the **Transfer Station**  
Hours of Operation: Tuesdays, Thursdays and Saturdays (8:00 AM – 3:00 PM)
  - *Requires two (2) staff members to work the Transfer Station (see Continuity of Operations Staffing Plan attached as provided by the Union)*
2. Perform **Cemetery Burials**
  - *Burials are to be performed as required and as scheduled*
  - *Burials shall be scheduled M-F only (Minimize burials on weekends)*
  - *Staffing requirements:*
    - *Requires minimum two (2) staff members*
3. Maintain safe public **Roadways**
  - *Requires two (2) staff members to respond to reports of road defects, provide regular roadway maintenance/repairs, clear blockages due to trees/debris and to respond to requests for road closures/detours, etc.*

4. **Maintain Fuel (Diesel & Unleaded) Management/Dispensing System**

- *Requires either the Director of Operations or the Management Analyst to maintain adequate levels of diesel/unleaded and to ensure the fuel management/dispensing system is fully operational*

**Emergency Response, Special Circumstances or Situations:**

1. Emergency **On-Call Foremen or Crew Leader Rotation** (for after hours call-backs) remains the same schedule (on file with Police Department)
2. Any **Natural Disaster, Storm Event**, or any other **Special Circumstance** may require additional staffing beyond minimum levels to provide a safe and appropriate response.
  - *Type and scale of the event will dictate the staffing necessary. Total number and rank of staff required shall be determined by the Director of Public Works or designee*
  - *Winter storm events may also require contracted services to aid in the response*

**Operational Guidelines:**

*Note: All staff shall be on-call for any and all unforeseen or special circumstances and therefore are required to be accessible by phone and respond on an as-needed basis.*

1. **Administration** (Monday through Friday, 8:00 AM – 3:30 PM)

- a. **Normal Staffing Level** - six (6):
  - i. Director (1)
  - ii. Deputy Director/Town Engineer (1)
  - iii. Management Analyst (1)
  - iv. Office Staff (3)
- b. **Minimal Staffing Level** - two (2)
  - i. Director or Deputy Director/Town Engineer (1)
  - ii. Office Staff (1)

2. **Engineering** (Monday through Friday, 7:00 AM – 3:30 PM)

- a. **Normal Staffing Level** - three (3):
  - i. Assistant Town Engineer (1)
  - ii. Engineers/Survey Crew (2)
- b. **Minimal Staffing Level** - zero (0)
  - i. Non-essential service – none required (unless dictated by special circumstance)

3. **Highway, Drainage, Parks/Grounds, Trees/Cemetery Divisions, Transfer Station**  
(Monday through Friday, 7:00 AM – 3:30 PM)

- a. **Normal Staffing Level** - twenty-five (25):
  - i. Director of Operations (1)
  - ii. Foremen (4)
  - iii. Crew Leaders (5)
  - iv. Staff (15)

Public Works - Continuity of Operations Plan – Essential/Critical Staffing Levels

- b. **Minimal Staffing Level - four (4)**
  - i. Foremen (1)
  - ii. Crew Leaders (1)
  - iii. Staff (2)
- c. **Transfer Station Staffing Level - two (2) on Tuesdays, Thursdays and Saturdays (8:00 AM – 3:00 PM)**
  - i. Staff (2)

Attachments:

Continuity of Operations Essential/Critical Staffing Schedule  
Organizational Chart



**Sudbury Public Works Department**  
**Continuity of Operations**  
**Essential/Critical Staffing Levels Schedule**

Week 1	Foreman	Crew leader	Staff	Staff	Staff	Staff
Monday	Pat	Tom	Jeff M	Kieth		
Tuesday	Chuck	Steve D	Steve B	Cam	Paul	Alex
Wednesday	Chris	Brian	Rick	Dom		
Thursday	Raf	Adam	Justin	Jeff P	Joe	Kieth
Friday	Pat	Tom	Jeff M	Cam		
Saturday		Rob	Steve B			

**Week 2**

Monday	Chuck	Steve D	Alex	Paul		
Tuesday	Chris	Brian	Rick	Dom	Justin	Jeff P
Wednesday	Raf	Adam	Joe	Kieth	Tim S	
Thursday	Pat	Tom	Jeff M	Cam	Steve B	Alex
Friday	Chuck	Steve D	Paul	Rick		
Saturday		Rob	Dom			

**Week 3**

Monday	Chris	Brian	Justin	Jeff P		
Tuesday	Raf	Adam	Joe	Kieth	Jeff M	Cam
Wednesday	Pat	Tom	Steve B	Alex	Tim S	
Thursday	Chuck	Steve D	Paul	Rick	Dom	Justin
Friday	Chris	Brian	Jeff P	Joe		
Saturday		Rob	Kieth			

**Week 4**

Monday	Raf	Adam	Jeff M	Cam		
Tuesday	Pat	Tom	Steve B	Alex	Paul	Rick
Wednesday	Chuck	Steve D	Dom	Justin	Tim S	
Thursday	Chris	Brian	Jeff P	Joe	Kieth	Jeff M
Friday	Raf	Adam	Cam	Steve B		
Saturday		Rob	Alex			

Note: Upon completion of Week 4, schedule cycles back to Week 1

Revised: 03-19-2020

Department of Public Works  
Organizational Chart

