



DEPARTMENT OF  
**UTILITIES**

**Department of Utilities**  
Wastewater Treatment Plant  
2006 East Newberry Street  
Appleton, WI 54915  
p: 920-832-5945  
f: 920-832-5949

[www.appleton.org/government/utilities](http://www.appleton.org/government/utilities)

## MEMORANDUM

**Date:** August 19, 2024  
**To:** Chairperson Vaya Jones and Members of the Human Resources & Information Technologies Committee  
**From:** Chris Stempa, Utilities Director  
**CC:** Jay Ratchman, Human Resources Director  
Ryan Rice, Utilities Deputy Director  
**Subject:** **Action: Wastewater Treatment Plant Table of Organization Change Proposal.**

---

### BACKGROUND:

After careful consideration and thought by Utilities Management staff, I am proposing a Table of Organization (TO) change within the Wastewater Operations Division which would also include modifications to the exiting shift schedules being worked. Under the proposal, the Wastewater Plant Operators (WWPOs), Solid Operators (SOs) and Relief Operators (ROs) would be combined into one Operations group. The changes being recommended follow retention and recruitment challenges within the WWPO group over the past few years coupled with evolving operational needs that have been highlighted as part of recent and ongoing construction projects. Presently, the most senior WWPO has 12 years of experience at the AWWTP. Recent transitions have created two vacancies with the RO group. When factoring these vacant positions as prospective 2024 new hires, the average years of experience within the WW Operations Group is 3.7 years.

Stay and exit interviews have revealed a consistent theme amongst WWPO and RO staff which included:

1. The short turnaround associated with the cadence of a rotating shift schedule amongst the four member WWPO group
2. The lack of exposure with day shift staff and management including the inability for involvement in projects.
3. For ROs, the unpredictability associated with filling in for WWPO s or SOs.
4. Limited schedule flexibility, in particular for WWPOs.

This memorandum includes a summary of the current TO, proposed changes, and an overview of the organizational benefits that would follow the adoption of these changes if implemented. The current and proposed TO (Appendix 1), current and proposed Operations Division schedule (Appendix 2), and current and modified payroll exception codes (Appendix 3).

## **CURRENT WASTEWATER TREATMENT PLANT OPERATIONS STAFFING**

### **Wastewater Plant Operators (WWPO)**

There are currently four (4) WWPOs that are responsible for operational control and maintaining plant processes within the facility's Wisconsin Pollution Discharge Elimination System (WPDES) permit. The WWPO schedule consists of rotating shifts that presently include 0700-1500, 1500-2300, and 2300-0700. The current schedule has 12-hour shifts on the weekends (0300-1500 and 1500-0300) that are filled by the first and second shift WWPOs. The current schedule allows for WWPOs to work two weekends then get two weekends off.

### **Solids Operators (SO)**

There are currently two (2) SOs that are required to operate the belt filter press units to dewater anaerobically digested biosolids. They work fixed 10-hour shifts Monday through Friday. The Operator #1 schedule is from 0500-1500 and Operator #2 works 1900-0500. The 1500-1900 shift is filled on Monday through Thursday with a RO.

### **Relief Operators (ROs)**

There are four FTE (4) RO positions. ROs work involves a full range of process support duties along with coordinating operational tasks to accommodate maintenance activities. ROs are required to fill in for WWPOs and provide laboratory support. ROs are expected to perform with a comparable level of independence and judgment and within departmental procedures and regulatory rules to maintain compliance with the facility's WPDES permit. The typical RO schedule is Monday through Friday from 0700 -1500. The exception is when scheduled for the 1500-1900 Solids Operator shift (Monday through Thursday) or if filling in for WWPO or SO vacancies.

## **NEW ROLES AND RESPONSIBILITIES, PAYROLL, COMPENSATION, AND LEAD OPERATOR ASSIGNMENT**

### **New Roles and Responsibilities:**

To counteract the challenges previously noted, a change in the TO and new shift schedule is being proposed. The proposed TO change would combine the WWPOs, SOs and ROs into one Operator Group. By expanding the number of individuals in a unified Operator Group, the scheduled rotation would expand from a 4-week rotation amongst four Operators to a 10-week rotation among ten operators. During the 10-week rotation, each Operator would work three (3) weekends (0600-1600, 1400-0000 and 2200-0800) with day shift (0700-1500 or 0600-1600) schedule on each side of the weekend to make a 40-hour work week. The remainder of the schedule would comprise dayshift (0700-1500) work performing the job duties of the current RO and Solids Operator position.

The attached schedule depicts how the Operators would transition through each shift over a 10-week period. In summary, the proposed schedule consists of a 10-hour "Operations" shift that would provide a two hour overlap between the oncoming and off going Operators.

When not operating, personnel will be working 0700-1500 to accomplish needed duties performed previously by the ROs (e.g. preventative maintenance, laboratory,

and biosolids loading) along with tasks and responsibilities presently assigned to the SO position.

### **Timesheets/Payroll:**

ROs currently have their time entered from timesheets into the I-Series system. Effective January 1, 2025, all staff within the Operator Group will be expected to enter their payroll in the Tyler Munis Executime system.

### **Compensation:**

In recognition of the new TO, the position has graded out in pay grade 7 of the City's compensation plan for non-represented employees. Note that the change in pay grade does not mean WWPO staff will retroactively receive a pay increase; however, it does provide an opportunity to earn higher wages in the future.

With this change would be a reduction to payroll codes (see attached) while intending to preserve the incentives for staff to fill shifts. In particular, the traditionally less desirable time slots like the 2300-0700 shift, Sunday shifts, and Holidays. The \$0.50/hr shift differential would remain in effect for anyone working the 10 hour/day WWOP shift.

There will be known cost increases to payroll because of the two-hour Operations shift overlap on weekends and holidays (double Sunday and Holidays) including 7 day/365 day/year shift differentials that would total approximately \$22,000. The Lead Operator assignment would require \$2,080 in additional funding per year (assumes a minimum of one person for duration of year). Costs in 2024 will be paid through vacant salary dollars and will be part of our 2025 budget.

### **Fill-In Guidelines:**

The Fill-in Guidelines have been simplified as part of the TO change and with an expanded candidate pool that would be available when scheduled and/or unscheduled absences occur. Additionally, Utilities Department work rules will be modified following an approved TO change that will allow employees more freedom to select the type of benefited leave while still prioritizing the minimum staffing levels required to operate the treatment facility.

### **Lead Operator:**

The TO change also has allowed the Utilities Department to create a new "Lead Operator" assignment. The Lead Operator provides support to the Wastewater Treatment Plant Operations Supervisor while performing the full scope of assigned duties normally assigned within the Operations Group. Assignments would be received from the AWWTP Operations Supervisor, but the incumbent would exercise independent judgment in accomplishing the work. Interviews will be conducted for Lead Operator assignments. The successful incumbent would be compensated \$1/hour on top of their base pay rate. There may be more than one Lead Operator based on departmental needs and the qualifications of the candidates.

## **BENEFITS OF PROPOSED CHANGES**

Transitioning from three different wastewater operator job classes on different shifts to a unified job class with ten employees on rotating shifts offers several significant benefits. This approach can enhance operational efficiency, improve employee satisfaction, and optimize resource utilization. Here are the key advantages:

1. **Increased Operational Flexibility:** Rotating shifts ensures a uniform skill level and knowledge base available at all times, reducing the risk of operational downtime due to staff shortages or knowledge gaps. Operators have the opportunity to become proficient in all aspects of plant operations, allowing for greater flexibility in managing unexpected issues or peak demand periods.
2. **Enhanced Training and Skill Development:** Operators are exposed to a wider range of tasks and responsibilities, promoting cross-training and a more versatile workforce. Regular rotation through different shifts and tasks helps maintain and enhance skills, leading to a more competent and confident team.
3. **Improved Team Cohesion and Morale:** Having all employees in the same job class fosters a sense of equality and teamwork, as everyone shares the same responsibilities and challenges. Rotating shifts allow operators to interact with a wider range of colleagues, reducing the potential for isolation that can occur with fixed shifts and job classes.
4. **Streamlined Management and Administration:** Managing a single job class simplifies scheduling, making it easier to accommodate vacations, training, and other absences without disrupting operations. Uniform job responsibilities and expectations help ensure consistent performance standards and easier monitoring of operational metrics.
5. **Optimized Resource Utilization:** Rotating shifts help distribute workload more evenly across all employees, preventing burnout and ensuring that all shifts are adequately staffed. With a unified job class, management can deploy skilled operators where they are most needed, enhancing the overall efficiency of plant operations. The TO change will allow fill-in procedures will be simplified with an expanded candidate pool that will be available to fill-in when scheduled and/or unscheduled absences occur. Another benefit of the TO change is the absorption of tasks which are presently completed by Solids Operators. These tasks would be redistributed between shift Operators and dayshift staff. For example, the incoming Operator within the first two hours of their shift be assigned to rounds that would have formally been completed by a Solids Operator. Completion of more labor-intensive or time-consuming tasks like belt changes and acid washes would be assigned to the 0700-1500 staff.
6. **Enhanced Compliance and Safety:** Consistent training and certification across a single job class ensure all operators are equally knowledgeable about regulatory requirements and safety protocols. Regular shift rotation and overlapping shifts help reinforce safety practices and standards, as operators continuously apply and revisit

safety procedures in different contexts. For example, the two-hour scheduled overlap allows an Operator up to two hours of uninterrupted focus in the lab while the off-going Operator can remain focused on duties pertaining to treatment operations and security. The current schedule requires one Operator to be in the lab on weekends for up to 4 hours while only periodically monitoring SCADA, plant security cameras, and/or responding to the front gate.

7. **Employee Satisfaction and Retention:** Rotating shifts provide variety in work, which can increase job satisfaction and reduce monotony. Opportunities for skill enhancement and professional growth through exposure to different aspects of plant operations can improve job satisfaction and retention.
8. **Improved Communication:** The two-hour overlapping shifts provide greater opportunity for formal one-on-one exchange of pertinent operational information in lieu of only relying on written logs. With all operators rotating through shifts, there is a more consistent and reliable flow of information and knowledge transfer between shifts, reducing the risk of miscommunication.
9. **Resilience and Redundancy:** A unified Operator group trained to handle all aspects of treatment plant provides greater operational resiliency to staffing changes, ensuring continuity and reliability. Having multiple operators capable of performing all tasks ensures built-in redundancy so that critical functions are always covered, even in the event of absences.
10. **Costs:** There will be known cost increases to payroll because of the two-hour Operations shift overlap on weekends and holidays. The proposed pay grade change and Lead Operator assignment would also require additional funding that has been taken into consideration as part of the 2025 budget. It is anticipated that more balanced staffing levels have the potential to reduce overtime, leading to cost savings over time. Additionally, standardizing training for a single job class is more efficient and cost-effective than training for multiple job classes with different requirements. Also, the intent would be to reduce the number of payroll codes without eroding the incentives for staff to fill shifts. In particular, the traditionally less desirable time slots like the 2300-0700 shift, Sunday shifts, and Holidays.

#### **RECOMMENDATION:**

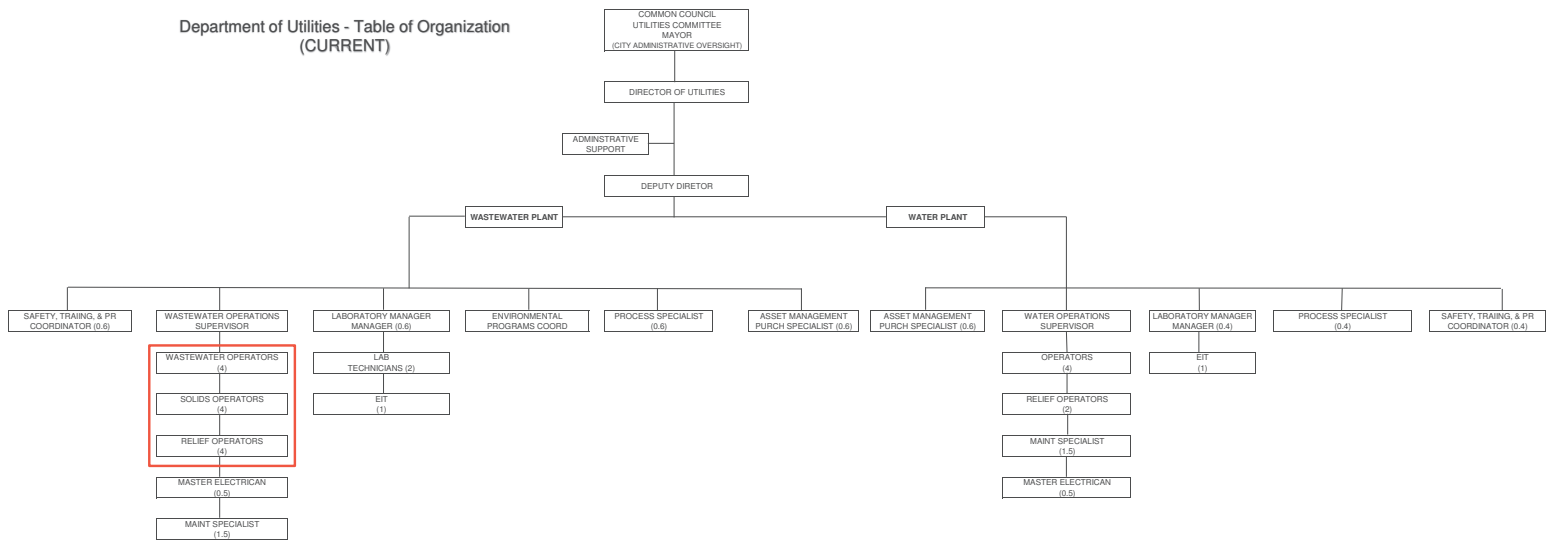
In conclusion, transitioning to one job class on rotating shifts can significantly improve the efficiency, effectiveness, and resilience of wastewater treatment operations. This approach fosters a more versatile and engaged workforce, enhances operational flexibility, and streamlines management processes, ultimately leading to a more robust and sustainable operation.

If you have any questions or require additional information regarding the proposed TO change, please contact Chris Stempa at 920-832-5945.

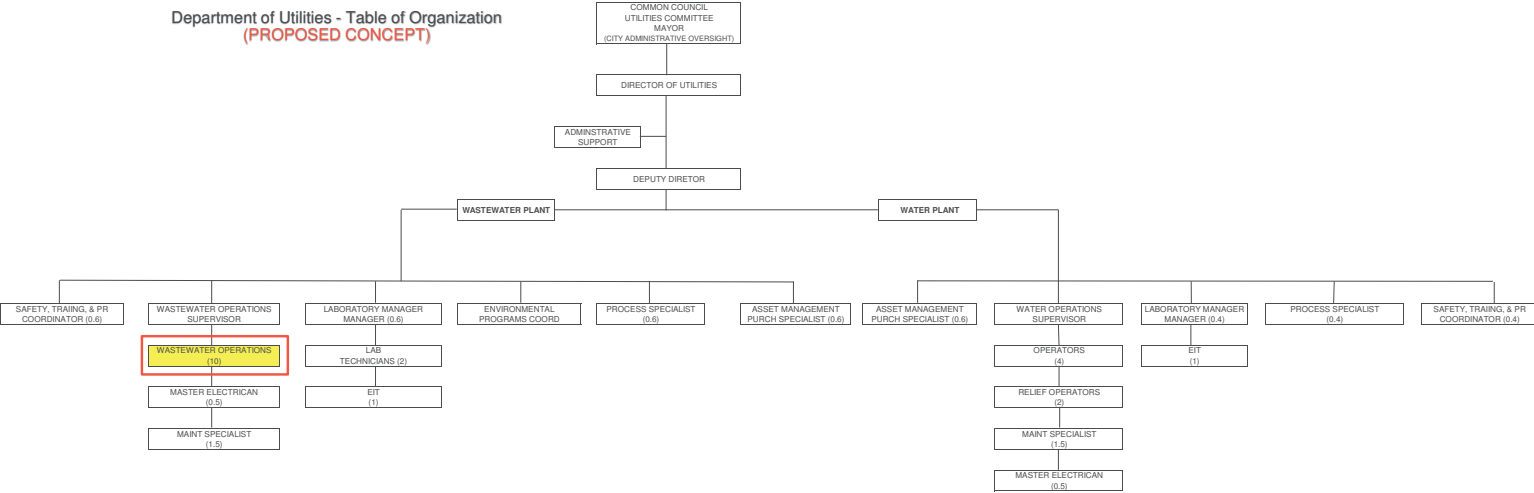
# **ATTACHMENT 1**

## **Current & Proposed Table of Organization**

Department of Utilities - Table of Organization  
(CURRENT)



Department of Utilities - Table of Organization  
**(PROPOSED CONCEPT)**





## **ATTACHMENT 2**

### **Current & Proposed Operations Division Schedule**

AWWTP Current Schedule

KEY: 2300-0700 0700-1500 1500-2300 0300-1500 1500-0300 Sat/Sun 12 hour Operations Shift

Operator	WEEK 1							HOURS WORKED	WEEK 2							HOURS WORKED
	Sunday	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat	
1		2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8			1500-2300 8	1500-2300 8	1500-2300 8	1500-2300 8	1500-0300 12	1500-0300 12	56	
2	0300-1500 12	0700-1500 8	0700-1500 8						2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8		40	
3	1500-2300 8				0700-1500 8	0700-1500 8	0300-1500 12		0300-1500 12	0700-1500 8	0700-1500 8				28	
4		1500-2300 8	1500-2300 8	1500-2300 8	1500-2300 8	1500-0300 12	1500-0300 12		1500-2300 8			0700-1500 8	0700-1500 8	0300-1500 12	36	
RO				0700-1500 8							0700-1500 8				8	

Operator	WEEK 1							Total Hrs	WEEK 2							Total Hrs
	Sunday	Mon	Tues	Wed	Thur	Frid	Sat		Sunday	Mon	Tues	Wed	Thur	Frid	Sat	
1		1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10		40		1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10	40	
2		0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10		40		0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10	40	
RO		1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4		16		1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4	16	

Operator	WEEK 1							Total Hrs	WEEK 2							Total Hrs
	Sunday	Mon	Tues	Wed	Thur	Frid	Sat		Sunday	Mon	Tues	Wed	Thur	Frid	Sat	
1		11a-3p 4	11a-3p 4	11a-3p 4	11a-3p 4	0700-1500 8		24		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	40	
2		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8		40		11a-3p 4	11a-3p 4	11a-3p 4	11a-3p 4	0700-1500 8	24	
3		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8		40		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	40	
4		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8		40		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	40	

Operator	WEEK 3							HOURS WORKED	WEEK 4							HOURS WORKED
	Sun	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat	
1	1500-2300 8				0700-1500 8	0700-1500 8	0300-1500 12	36	0300-1500 12	0700-1500 8	0700-1500 8				28	
2		1500-2300 8	1500-2300 8	1500-2300 8	1500-2300 8	1500-0300 12	1500-0300 12	56	1500-2300 8			0700-1500 8	0700-1500 8	0300-1500 12	36	
3		2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8		40		1500-2300 8	1500-2300 8	1500-2300 8	1500-2300 8	1500-0300 12	56	
4	0300-1500 12	0700-1500 8	0700-1500 8					28		2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8	2300-0700 8	40	
RO				0700-1500 8				8				0700-1500 8			8	

Operator	WEEK 3							Total Hrs	WEEK 4							Total Hrs
	Sunday	Mon	Tues	Wed	Thur	Frid	Sat		Sunday	Mon	Tues	Wed	Thur	Frid	Sat	
1		1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10		40		1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10	1700-0500 10	40	
2		0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10		40		0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10	0500-1500m 10	40	
RO		1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4		16		1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4	1500-1900 4	16	

Operator	WEEK 3							Total Hrs	WEEK 4							Total Hrs
	Sunday	Mon	Tues	Wed	Thur	Frid	Sat		Sunday	Mon	Tues	Wed	Thur	Frid	Sat	
1		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8		40		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	40	
2		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8		40		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	40	
3		11a-3p 4	11a-3p 4	11a-3p 4	11a-3p 4	0700-1500 8		24		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	40	
4		0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8	0700-1500 8		40		11a-3p 4	11a-3p 4	11a-3p 4	11a-3p 4	0700-1500 8	24	

**AWWTP Proposed Concept Schedule**

**KEY:**

1st	2nd	3rd	
00:00-08:00, 22:00-24:00	06:00-16:00	14:00-00:00	10 Hour Operations Shift
	07:00-15:00		Day Shift (Relief Operator/Maint Helper)
	07:00-11:00 06:00-12:00		Partial Day Shift (Relief Operator/Maint Helper)

Operator	WEEK 1							HOURS WORKED	WEEK 2							HOURS WORKED	BI-WEEKLY TOTAL	
	Sunday	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat			
1	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10	40	80	
2				06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	40	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40	80
3		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8		40				06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10		40	80
4		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10			40		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80
5	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10				40	80
6		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	40	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80
7		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8		40		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10		40	80
8		22:00-24:00 2		00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8	40		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80
9	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8			40	80
10		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10	40	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80

Operator	WEEK 3							HOURS WORKED	WEEK 4							HOURS WORKED	BI-WEEKLY TOTAL	
	Sun	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat			
1	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8			40	80
2		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10	40	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40	80
3	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10		40	80
4				06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	40	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40	80
5		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8		40				06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10		40	80
6		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10			40		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80
7	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10				40	80
8		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	40	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80
9		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8		40		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10		40	80
10		22:00-24:00 2		00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8	40		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80

**AWWTP Proposed Concept Schedule**

**KEY:**

1st	2nd	3rd	
00:00-08:00, 22:00-24:00	06:00-16:00	14:00-00:00	10 Hour Operations Shift
	07:00-15:00		Day Shift (Relief Operator/Maint Helper)
	07:00-11:00 06:00-12:00		Partial Day Shift (Relief Operator/Maint Helper)

Operator	WEEK 5							HOURS WORKED	WEEK 6							HOURS WORKED	BI-WEEKLY TOTAL	
	Sun	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat			
1		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8				06:00-16:00 10	06:00-16:00 10	07:00-15:00 8			22:00-24:00 2	00:00-08:00, 22:00-24:00 10	40	80
2		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 10	00:00-08:00 8			07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80
3	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6					00:00-08:00, 22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 10	00:00-08:00 8		40	80
4		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10		14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40	80
5	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6				07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10		40	80
6				06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10		06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40	80
7		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8						06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10		40	80
8		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10				07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80
9	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10					40	80
10		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10		00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80

Operator	WEEK 7							HOURS WORKED	WEEK 8							HOURS WORKED	BI-WEEKLY TOTAL	
	Sun	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat			
1	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6				14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10				40	80
2		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10		00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80
3		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8				06:00-16:00 10	06:00-16:00 10	07:00-15:00 8			22:00-24:00 2	00:00-08:00, 22:00-24:00 10	40	80
4		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8				07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8			40	80
5	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6				22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8			40	80
6		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10		14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80
7	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6				07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10		40	80
8				06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10		06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6			40	80
9		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8						06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10		40	80
10		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10				07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8				40	80

**AWWTP Proposed Concept Schedule**

**KEY:**

1st	2nd	3rd	
00:00-08:00, 22:00-24:00	06:00-16:00	14:00-00:00	10 Hour Operations Shift
	07:00-15:00		Day Shift (Relief Operator/Maint Helper)
	07:00-11:00 06:00-12:00		Partial Day Shift (Relief Operator/Maint Helper)

Operator	WEEK 9							HOURS WORKED	WEEK 10							HOURS WORKED	BI-WEEKLY TOTAL			
	Sun	Mon	Tues	Wed	Thur	Frid	Sat		Sun	Mon	Tues	Wed	Thur	Frid	Sat					
1		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	40							06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	40	80
2		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10			40		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8				40	80
3	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		14:00-00:00 10	14:00-00:00 10	14:00-00:00 10	14:00-00:00 10						40	80
4		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	40	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		07:00-15:00 8	07:00-15:00 8	06:00-12:00 6				00:00-08:00, 22:00-24:00 2	40	80
5		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	40		06:00-16:00 10	06:00-16:00 10	07:00-15:00 8		22:00-24:00 2					40	80
6		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8		40		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	07:00-15:00 8				40	80
7	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		22:00-24:00 2	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00, 22:00-24:00 10	00:00-08:00 8	00:00-08:00 8				40	80
8		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10	40	14:00-00:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6					40	80
9	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6		40		07:00-15:00 8	07:00-15:00 8	07:00-11:00 4		14:00-00:00 10	14:00-00:00 10				40	80
10			06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	06:00-16:00 10	40	06:00-16:00 10		07:00-15:00 8	07:00-15:00 8	07:00-15:00 8	06:00-12:00 6					40	80

**ATTACHMENT 3**  
**Current & Proposed Payroll Codes**

**CURRENT PAYROLL CODES**

**RELIEF OPERATORS**

<i>I-Series Pay Codes : Call in / Stand By / Higher Rate</i>		<i>Condition</i>
<b>TC100</b>	Call Time (TC) Lump Sum \$100	--
<b>TC50</b>	Shift Change (TC) Lump Sum \$50	Notice <48 hours
<b>HR1</b>	Higher Rate (HR) \$1/hour	Assignment >1 week, Notice > 48 hours
<b>HR2</b>	Higher Rate (HR) \$2/hour	Assignment <= 1 week, Notice > 48 hours
<b>OH1</b>	Overtime Higher Rate (OH) \$1/hour stacked on x 1.5 rate	Assignment >1 week, Notice > 48 hours
<b>OH2</b>	Overtime Higher Rate (OH) \$2/hour stacked on x 2.0 rate	Assignment <= 1 week, Notice > 48 hours
<b>DH1</b>	Double Time Higher Rate (DH) \$1/hour stacked on x 1.5 rate	Assignment >1 week, Notice > 48 hours
<b>DH2</b>	Double Time Higher Rate (DH) \$2/hour stacked on x 1.5 rate	Assignment <= 1 week, Notice > 48 hours
<b>SB</b>	Stand By (1 hour pay/day)	--

**SHIFT OPERATORS**

<i>Tyler Munis Pay Codes: Shift Differential / Premium Pay / Overtime</i>	
--	Utilities Shift Differential -- (\$0.50/hr adder to base pay)
<b>220</b>	Holiday Worked (x 2.0)
<b>210</b>	Sunday Double-Time (x 2.0)
<b>205</b>	Overtime >40 hrs/wk (x 1.5)

**REVISED OPERATIONS GROUP PAYROLL CODES**

<i>Tyler Munis Pay Codes:</i>	
<i>Shift Differential / Premium Pay / Overtime / Call in / Stand By / Higher Rate</i>	
<b>709</b>	Call Time (TC) Lump Sum \$100
<b>708</b>	Shift Change or Stayover Coverage (TC) Lump Sum \$50
--	Utilities Shift Differential -- (\$0.50/hr adder to base pay)
<b>220</b>	Holiday Worked (x 2.0)
<b>210</b>	Sunday Double-Time (x 2.0)
<b>205</b>	Overtime >40 hrs/wk (x 1.5)