

Work Session Memo

From: Paul M. Briseno, City Manager

Council Meeting: October 20, 2020

Subject: Public Works Department Establishment

Person(s) Responsible: Paul M. Briseno, City Manager

Summary:

At the September 13th meeting, City Council requested the establishment of a Public Works Department as a work session topic. Included within the packet is an updated organizational chart with employee counts, access to the American Public Works Association and International City Managers Association resources, job postings, peer city organizational charts and Public Works structures.

The City Manager is recommending a reorganization with the establishment of a Public Works Department to develop a more cohesive department with coordinated efforts of services for the community. The department would contain the functions of engineering, stormwater, airport, snow removal, mosquito control, street maintenance, fleet, landfill and refuse collection. This recommendation does not add any new employees and has no impact on the General Fund. The restructuring allows for a future savings in salaries with less departments/directors.

Background:

The City of Brookings currently has fifteen (15) direct departments, directors or divisions which report to the City Manager. The existing organizational chart is attached to this memo. The current structure does not allow for effective and efficient management. When open positions occur, staff is tasked with determining the greatest use of operational resources. The current structure has been in place since 2000 with the exception of the Community Development Department addition. No legislative action was taken formally to incorporate this department.

Discussion:

The City Manager is recommending the creation of a Public Works department and establishment of the attached proposed organizational chart. Approval of the organizational shift will decrease the number of departments and directors to eleven (11).

Currently, the City has two open positions in the Streets Department. The addition of a Public Works Department and Director is developed from one of the open positions. This action does not add any additional employees, and salary shift is augmented with

enterprise revenues. This equates to no impact to the General Fund. No additional Sales Tax or Property Tax is required for this transition.

The reorganization adjusts the Solid Waste, Streets and Engineering Director to a Manager salary classification. The existing Solid Waste and Engineering Directors would maintain their existing titles and salaries until a future transition occurs from retirement. The newly created Public Works Department would contain the divisions of engineering, streets, and solid waste.

More importantly, the change allows for greater collaboration between all divisions that can naturally share resources, communication and planning. The attainment of a professional Public Works Director is critical in assuring success in development of a sustainable operations and infrastructure. The American Public Works Association (APWA) states the centralization of regulatory functions into faster, friendlier, and flatter department is essential in today's tough economy "where governmental efficiency is measured by the ability of its regulatory departments to innovate and function cohesively as a single unit." APWA is a resource for Public Works Professionals.

Attached to this memo is a proposed job advertisement that further details the role of Public Works and professional criteria sought for the director position. South Dakota and Peer cities were engaged to provide best practices for the development of a Public Works Department. In total ten (10) South Dakota cities and six (6) peer college town Public Works job descriptions, department and organizational structures were reviewed.

Financial Consideration:

There is no impact to the General Fund and no additional full time equivalents (FTE) necessary. Any salary augmentation for the Public Works Directors salary will be compensated from the Solid Waste Enterprise fund.

Supporting Documentation:

Existing Organizational Chart with FTE Count
Proposed Organizational Chart with FTE Count
APWA/ICMA Resources
Draft Job Posting
Ordinance