

City Council Agenda Memo

From: Paul M. Briseno, City Manager

Council Meeting: October 13, 2020 / October 27, 2020

Subject: Public Works Department Establishment

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

Summary:

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 divisions of Engineering, Solid Waste, and Streets. This recommendation does not add any new full time equivalents and has no impact on the General Fund. The restructuring allows for a future savings in salaries with fewer departments/directors.

Background:

The City of Brookings currently has fifteen (15) direct departments, directors or divisions that 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 City 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 Directors to a Manager salary classification. The existing Solid Waste and Engineering Directors would maintain their existing title and salary until a future transition occurs from retirement. The newly created Public Works Department would contain the functions of

engineering, stormwater, airport, snow removal, mosquito control, street maintenance, fleet, landfill and refuse collection.

More importantly, the change allows for greater collaboration between all divisions which 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, which 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.

Legal Consideration:

There are no legal considerations at this time.

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 Director's salary will be compensated from the Solid Waste Enterprise Fund. The proposed salary range for the Public Works Director would be a range 41 which is \$97,714-\$131,914. The reduction of Solid Waste, Engineering, and Street Directors to managers drops the positions range to 35 which is \$77,569-\$104,719. It's proposed that existing individuals in the Solid Waste and Engineering Departments would not be financially impacted and change would occur with future transitions.

Options and Recommendations:

City Council has the following options:

1. Approve as recommended
2. Amend
3. Deny
4. Refer to a Study Session for further discussion
5. Do nothing

Staff recommends approval of the proposed reorganization.

Supporting Documentation:

Memo

Ordinance

Existing Organizational Chart

Proposed Organizational Chart
Job Advertisement