

**CITY COUNCIL SPECIAL SESSION, ORGANIZATIONAL STUDY
TUESDAY, AUGUST 20, 2013, 4:45 P.M.
COUNCIL CHAMBERS, WILLMAR MUNICIPAL UTILITIES
700 WEST LITCHFIELD AVENUE, WILLMAR, MINNESOTA**

AGENDA

1. Call Meeting to Order
2. Roll Call
3. Review Recommendation for External Services
4. Review Recommendation for Internal Services
5. Other Recommendations
6. Adjourn



CITY ADMINISTRATOR

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MEMORANDUM

To: Mayor and Council

From: City Administrator Charlene Stevens 

Date: August 13, 2013

Re: **Organizational Study**

In late June, Richard Fursman of Brimeyer Fursman provided the Council with his final report and recommendations regarding options for restricting the organization. The Council opted to have a further work session to discuss the options and recommendations.

The options for restructuring were divided into two parts – **External Services** and **Internal Services**.

External Services:

External Services focuses on Public Works, Planning and Development, Facilities Maintenance and Engineering and Wastewater Treatment. Police and Fire were also reviewed, but did not receive a lot of attention and there were no recommendations for change.

Option A

The recommended option for External Services is to create a Community Services Director that would oversee the following departments: Planning and Development, Public Works, Facilities, Engineering and WasteWater. The report also recommends that the City fill the Engineering position currently vacant as well as the Engineering Tech position. The City Engineer would become a first-line supervisor position rather than Department Director in this option.



The report also recommended creation of a Facilities Maintenance Supervisor. An alternative that has been suggested by some Council Members is to restore the Assistant Engineer position previously eliminated by the City and combine that with Facilities Maintenance. The option also includes the filling of a vacant Engineering Tech position that has been filled by contract for 2013, which has not produced the desired results.

Option B

This option continues the overall structure that has been in place for twenty years. A Public Works Director with a background in supervision and engineering would be hired and oversee all of Public Works, Wastewater and Engineering. It is also recommended that the Engineering Tech position be filled in this scenario.

In both scenarios, it is recommended the City explore options for GIS. The City is currently looking at how to collaborate more effectively with Kandiyohi County to develop a County-wide GIS system that would be robust. At this time, staff does not recommend creation of a GIS position.

Recommendation: Proceed to restructure as outlined in Option A with the addition of the Assistant Engineer position serving as the Facilities Manager. This option provides greater communication and collaboration across the departments and ultimately adds one new staff position in that of the Asst. Engineer/Facilities Manager. Having a City Engineer and Asst. Engineer on staff would give the City greater capacity and depth for these services. Freeing the engineer from the overall department supervision would allow for more time spent on engineering. Again, the attempt to contract the Engineering Technician and survey services as directed by Council has not produced the desired results, so the recommendation is to fill that vacancy.

Internal Services:

Internal Services focuses on Finance, Information Technology, City Clerk-Treasurer functions and Human Resources Management. Again two options were recommended in the report.

Option I:

This option would create a new position of Human Resources (HR) Director, combine the functions of Finance and Clerk Treasurer and retitle Information Technology as Communications and consolidate those functions.

Option 2:

This option enhances the position of HR Director to that of an Administrative Services or Assistant Administrator position. Finance and Communications would report directly to that director.

Recommendation: Initially, hire a human resources director. The City has almost 100 FTEs, four labor union and almost daily we have personnel matters that are handled in a fragmented manner. Review the title and duties for the Information Technology Manager and consolidate communication functions in one department or sub-department. Further, restructure into an Administrative Services Department with a combination of Finance and City Clerk functions through attrition.

Other Recommendations made in the report:

1. Hold an off-site retreat: The Council needs to confirm their willingness and availability to participate. The suggested dates are the first two Fridays in October, as well as a half day on the Saturday. Council also needs to provide direction on the topic areas and facilitators.
2. Conduct a City-wide survey: The City has not conducted a wide ranging and statistically relevant survey in many years. A survey would assist the City in planning and assessment of overall service delivery and city image.
3. Repair the relationship between the City Council and the business community: This item could perhaps be addressed as part of a planning retreat.
4. Settle labor contracts: Currently one contract remains open since 2010. Another is settled through 2014 and the remaining two have just opened negotiations for 2014, so progress is being made.

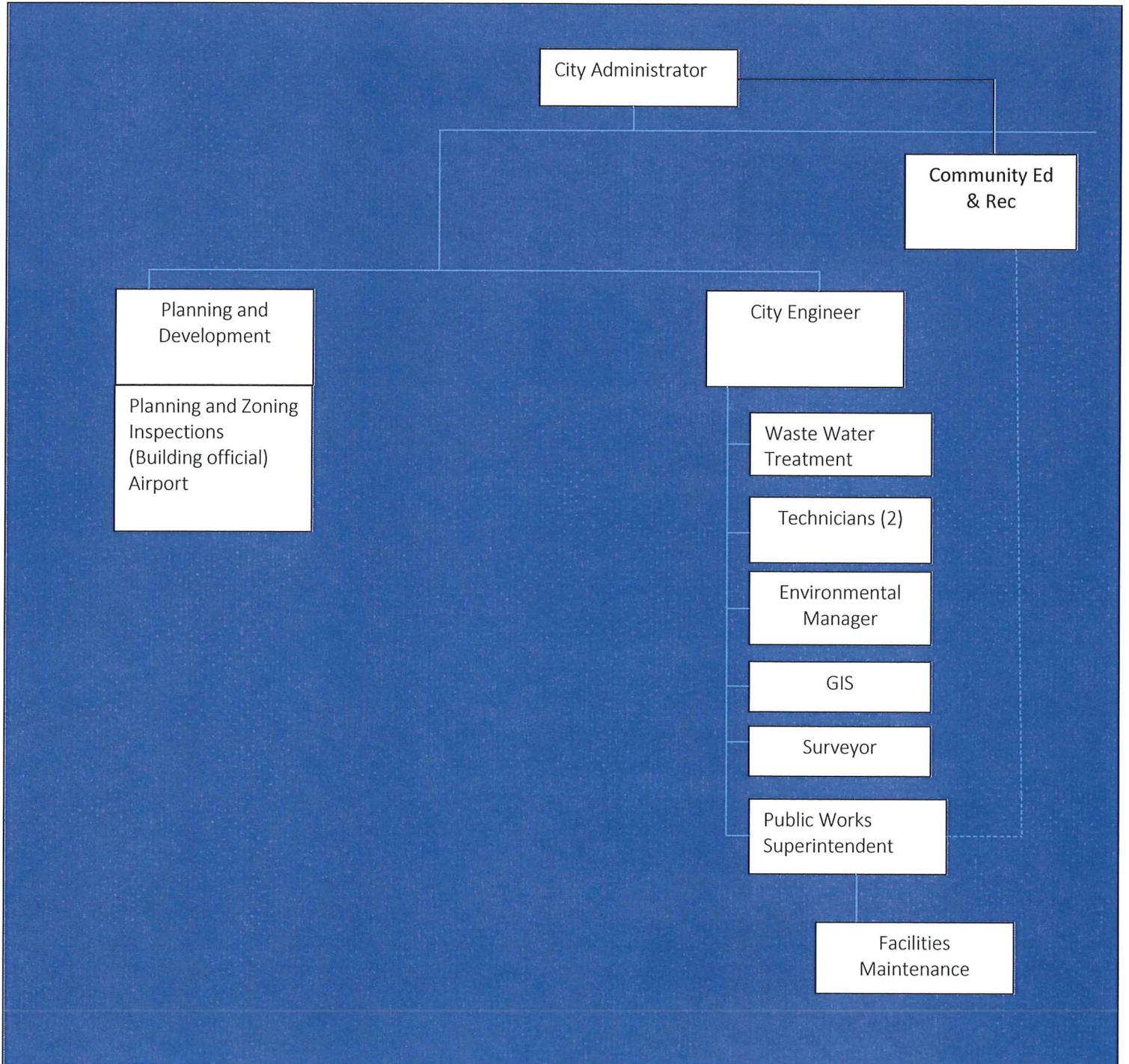
Summary:

At this point, staff is seeking direction to move forward on staffing positions. The most critical positions to resolve are the Engineering position, as well as the Engineering Tech position.

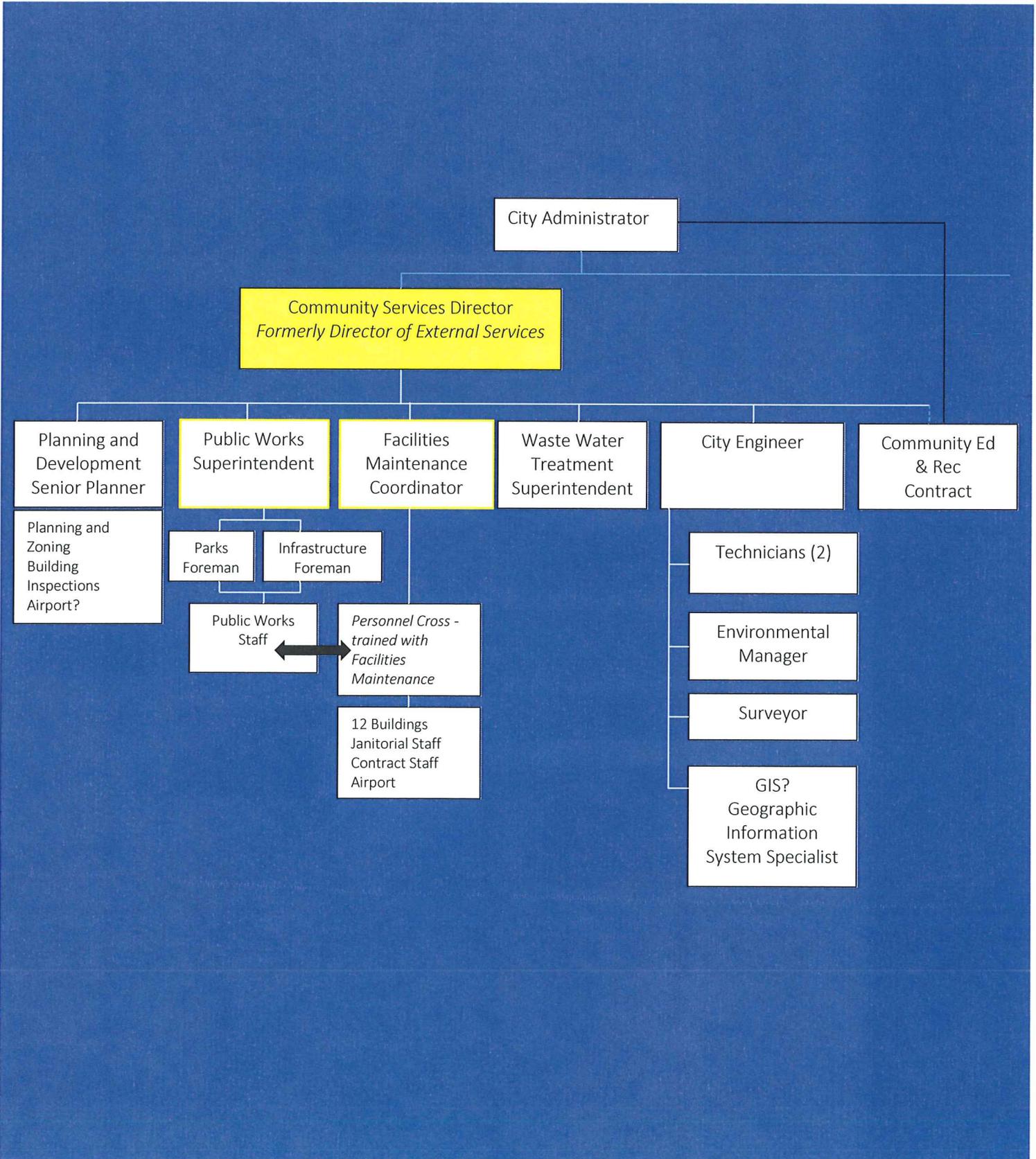
Funding for overall City wide Option 1 has been included in the proposed 2014 City Budget.

The relevant organizational charts are attached. Council Members should have full copies of the June 2013 report.

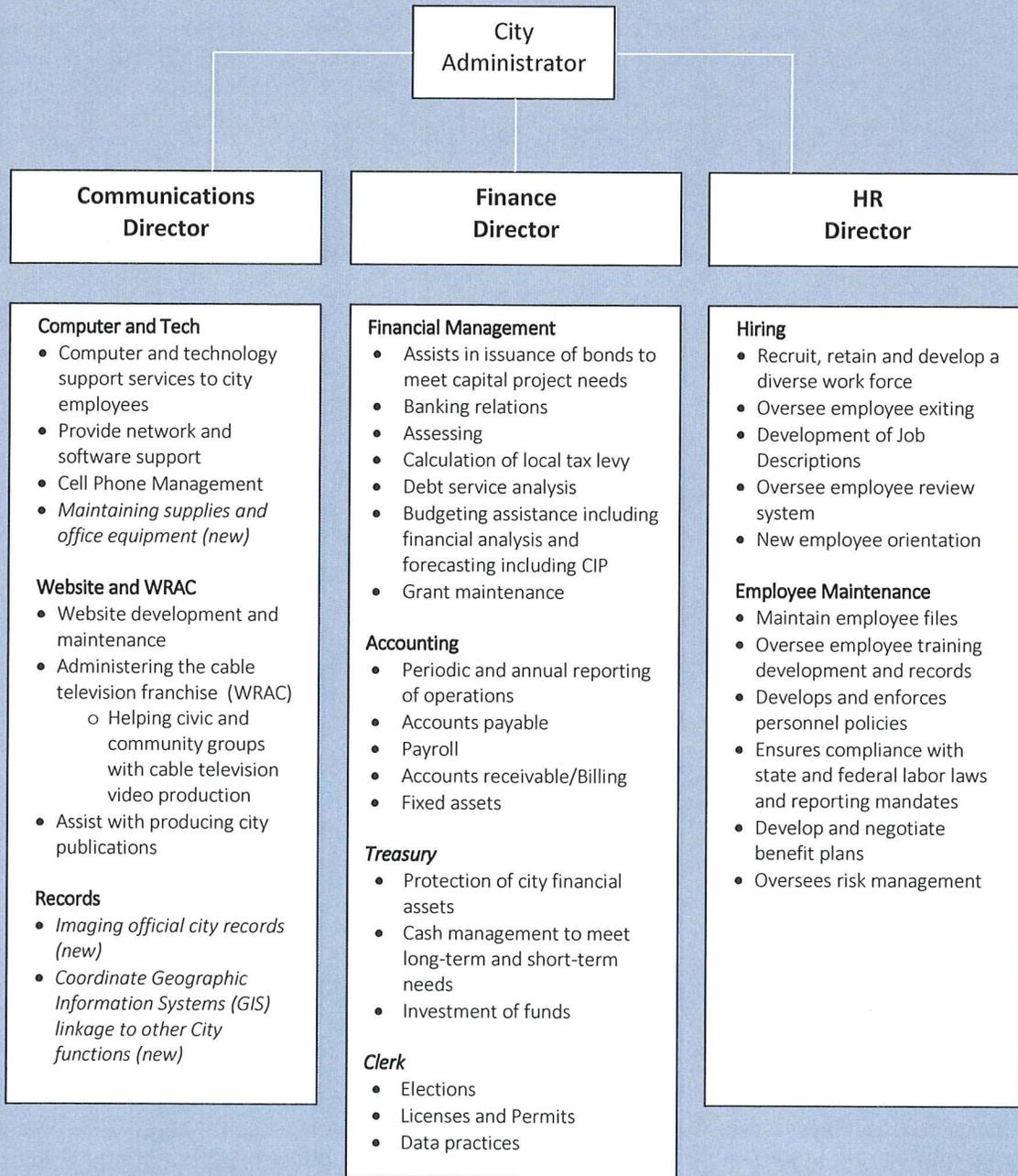
Option B: Organization Structure for External Services



Option A: Organization Structure for External Services

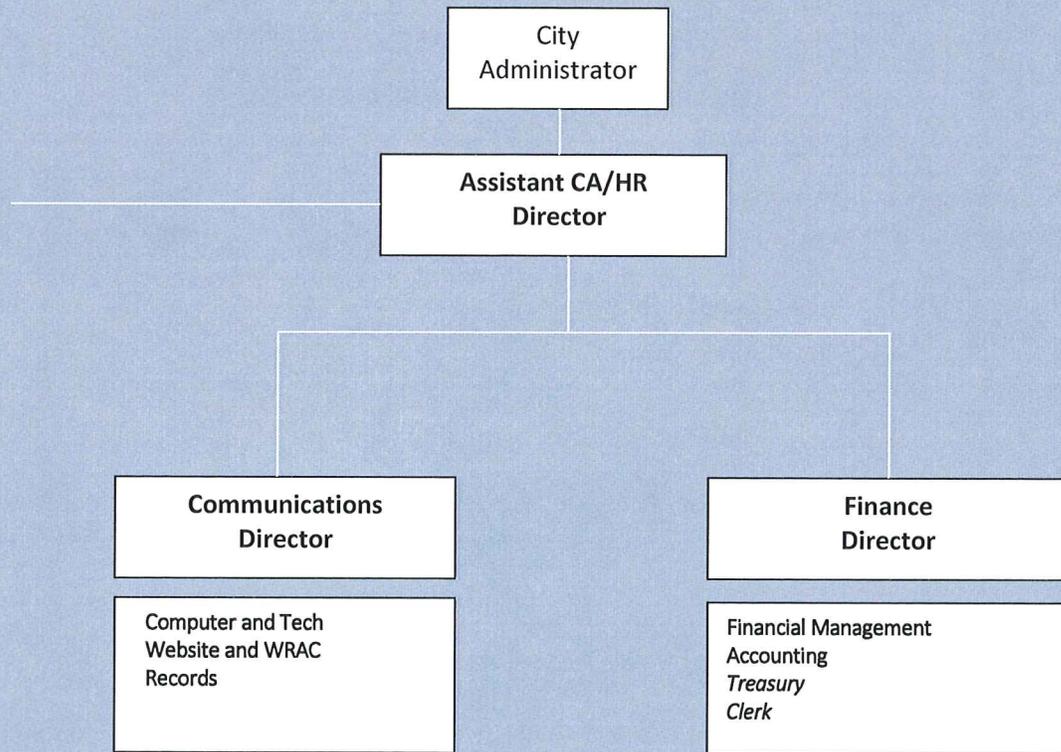


Internal Services Organization Chart Option 1



Total number of new internal services employees = 0

Internal Services Organization Chart Option 2

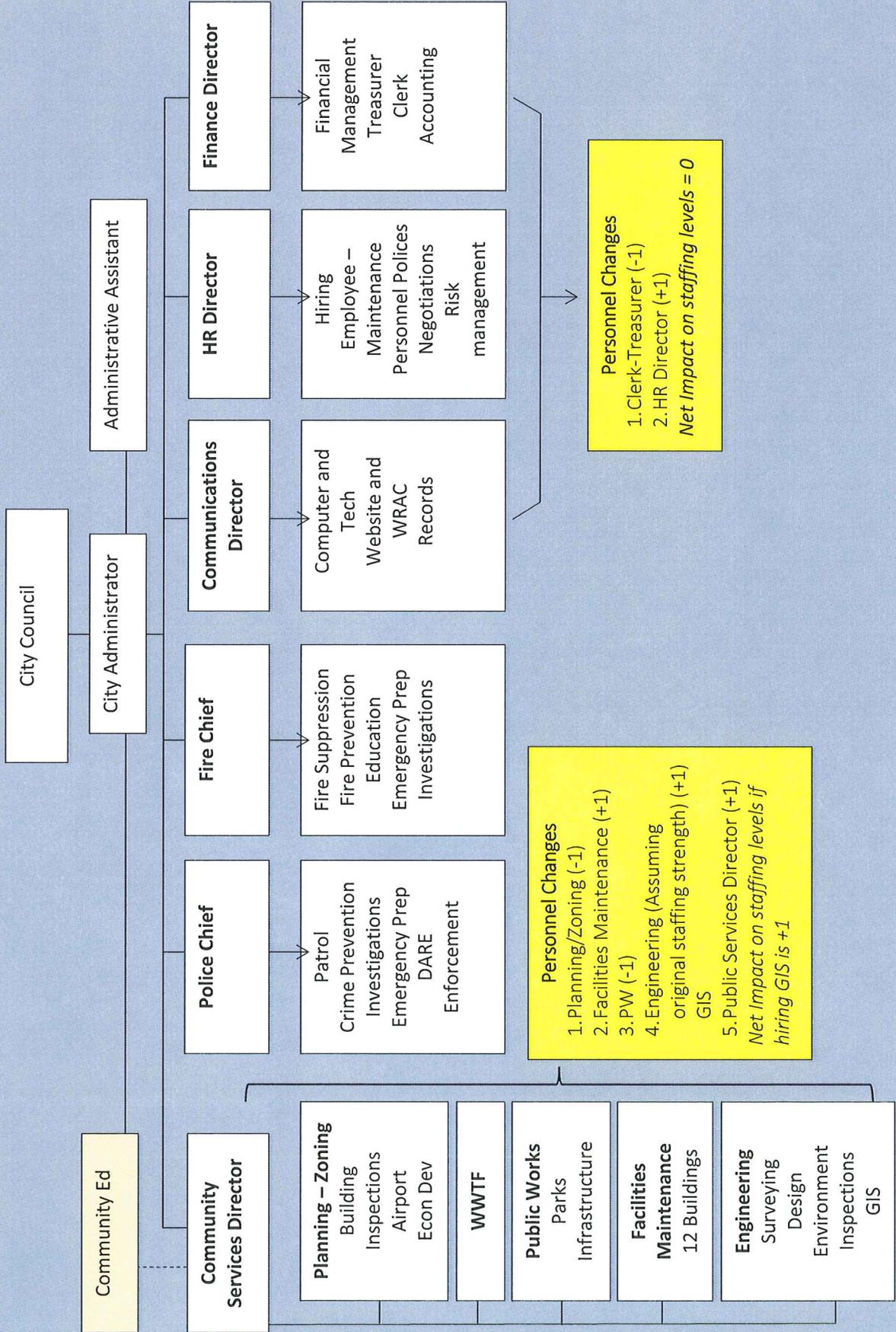


Option 2 enhances the position of HR Director to that of Assistant City Administrator/HR. Finance and Communications would report directly to the CA/HR Director.

Advantages: This would create an exempt position and create a tighter management team. The Administrator's span of control would be reduced, leaving more time each report, the council, and outreach to other employees.

Total number of new internal services employees = 0

Organization Chart Complete Option 1



City Council

Administrative Assistant

City Administrator

Community Ed

Community Services Director

Planning – Zoning
Building Inspections
Airport Econ Dev

WWTF

Public Works
Parks Infrastructure

Facilities Maintenance
12 Buildings

Engineering
Surveying Design
Environment Inspections
GIS

Police Chief

Patrol
Crime Prevention
Investigations
Emergency Prep
DARE
Enforcement

Fire Chief

Fire Suppression
Fire Prevention
Education
Emergency Prep
Investigations

Communications Director

Computer and Tech
Website and WRAC
Records

HR Director

Hiring
Employee Maintenance
Personnel Polices
Negotiations
Risk management

Finance Director

Financial Management
Treasurer
Clerk
Accounting

Personnel Changes

1. Planning/Zoning (-1)
 2. Facilities Maintenance (+1)
 3. PW (-1)
 4. Engineering (Assuming original staffing strength) (+1)
GIS
 5. Public Services Director (+1)
- Net Impact on staffing levels if hiring GIS is +1*

Personnel Changes

1. Clerk-Treasurer (-1)
 2. HR Director (+1)
- Net Impact on staffing levels = 0*

Organization Chart Complete Option 2

