

**City of Ramsey**  
**Agenda**  
**Special City Council**  
**Tuesday June 5, 2012**  
**6:00 p.m.**  
**Lake Itasca Room, 7550 Sunwood Drive NW**

- 1. Call to Order**
- 2. Citizen Input**
- 3. Approve Agenda**
- 4. Council Business**
  1. Continue Discussion of the Public Works Department's Staffing and Structure and Direct Staff to Act Accordingly
- 5. Mayor/Council/Staff Input**
- 6. Adjournment**

**CC Special Session**

**4. 1.**

**Meeting Date:** 06/05/2012

**By:** Colleen Lasher, Administrative Services

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**Title:**

Continue Discussion of the Public Works Department's Staffing and Structure and Direct Staff to Act Accordingly

**Background:**

At the May 22, 2012 meeting, the City Council motioned to do the following:

- 1) Accept Mr. Brian Olson's resignation as Public Works Director.
- 2) Appoint Fire Chief Kapler to an interim assignment for up to a 3-month period to oversee the Public Works Building Maintenance, Parks, Streets, and Utilities divisions.
- 3) Appoint City Engineer Himmer to an interim assignment for up to a 3-month period to oversee the Engineering Division.

At the May 29, 2012 meeting, the City Council motioned to do the following:

- 1) Separate the Engineering Division from the operations side of Public Works, creating two separate divisions; Engineering and Public Works Operations (Building Maintenance, Parks, Streets, and Utilities).
- 2) Appoint City Engineer Himmer to oversee the Engineering Division on an ongoing basis.
- 3) Recruit for a PW Superintendent position to oversee Building Maintenance, Parks, Streets, and Utilities; it was decided that this position will report to the City Administrator.

Due to an unanticipated staffing change in the Engineering Division, staff has delayed the recruitment for a PW Superintendent to allow the discussion possible alternative options.

**Notification:**

**Observations:**

**Recommendation:**

Based on discussion.

**Funding Source:**

Based on discussion.

**Council Action:**

Motion based on discussion.

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**Attachments**

Draft City Org Chart

Current PW Org Chart

Draft PW Org Chart

Updated Pros and Cons List

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## Form Review

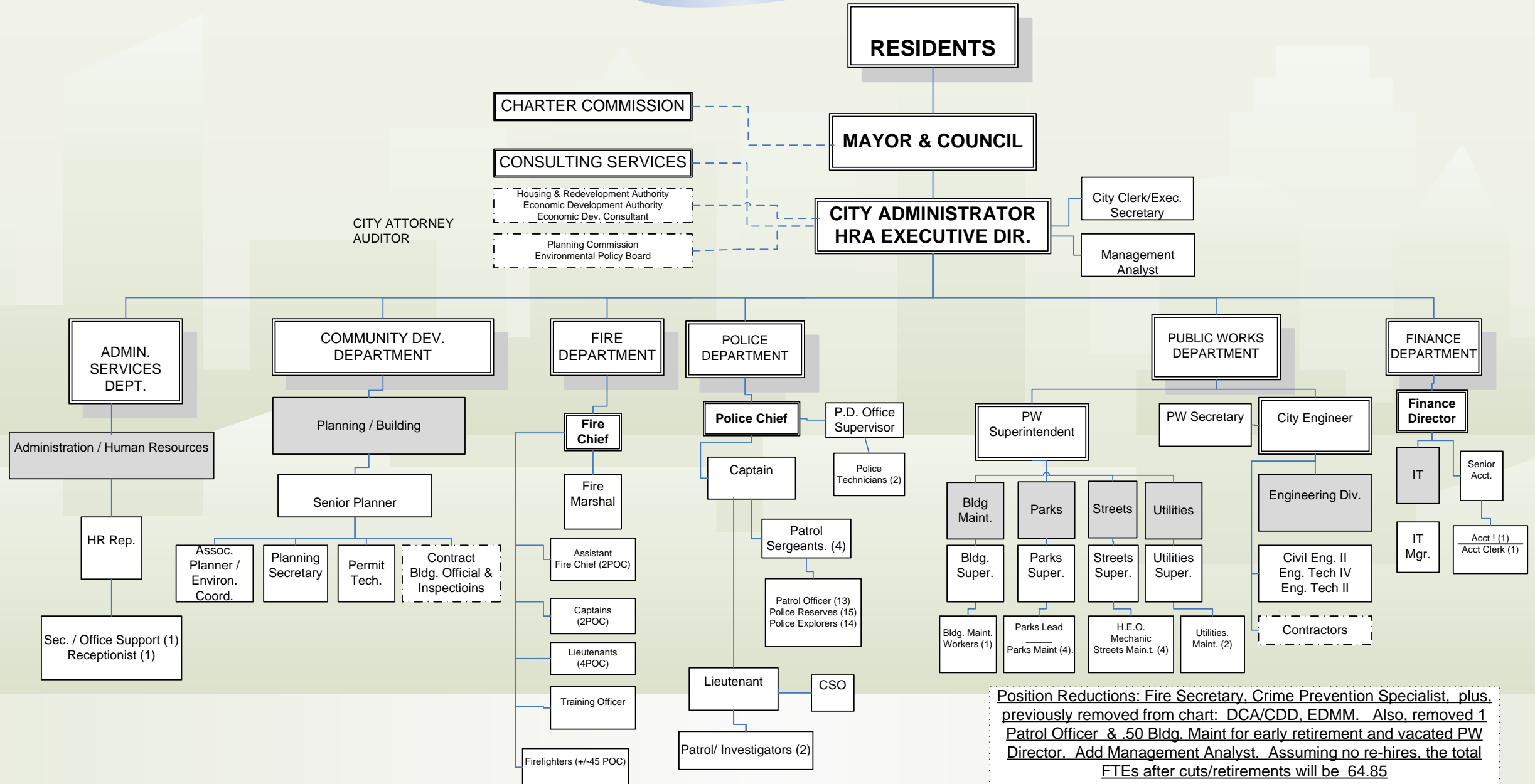
**Inbox**  
Kurt Ulrich

**Reviewed By**  
Kurt Ulrich  
Form Started By: Colleen Lasher

**Date**  
05/31/2012 03:40 PM  
Started On: 05/31/2012 12:15 PM

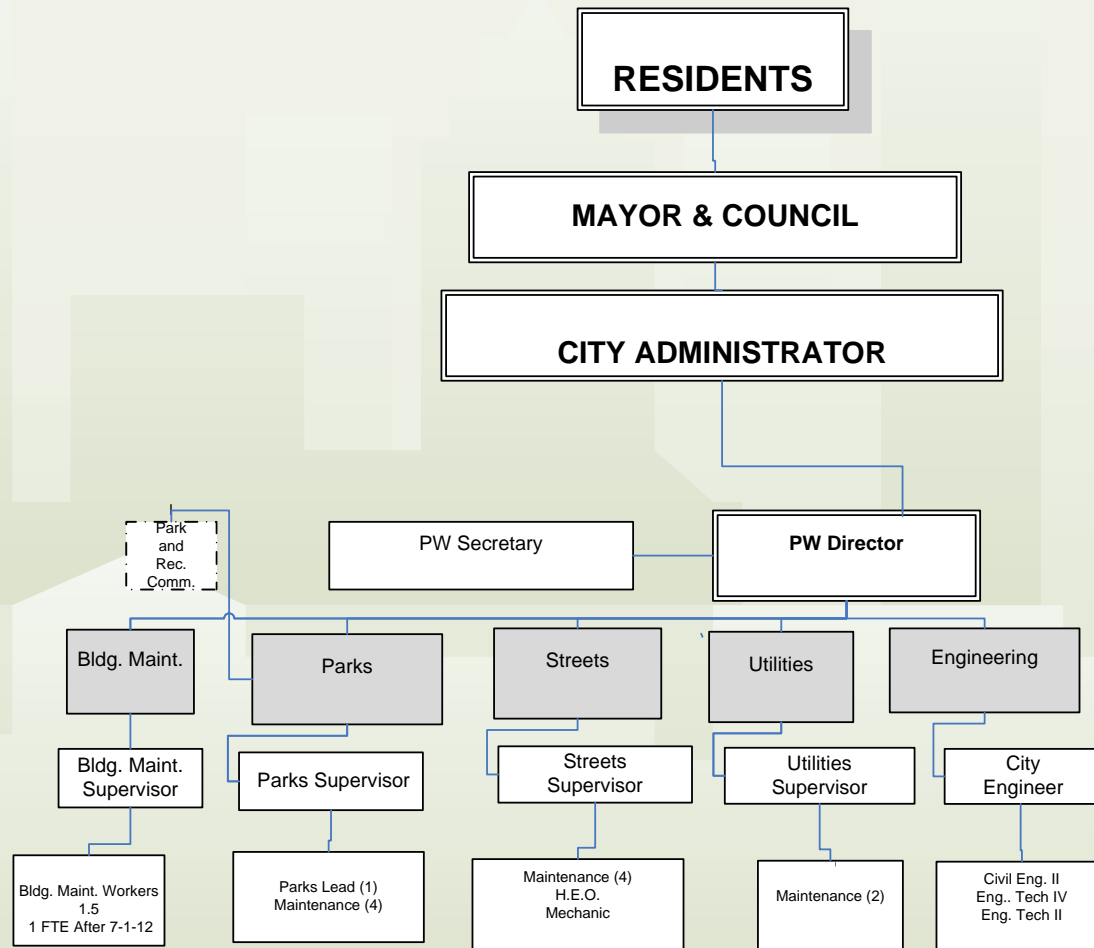
Final Approval Date: 05/31/2012

# CITY OF RAMSEY ORGANIZATIONAL CHART

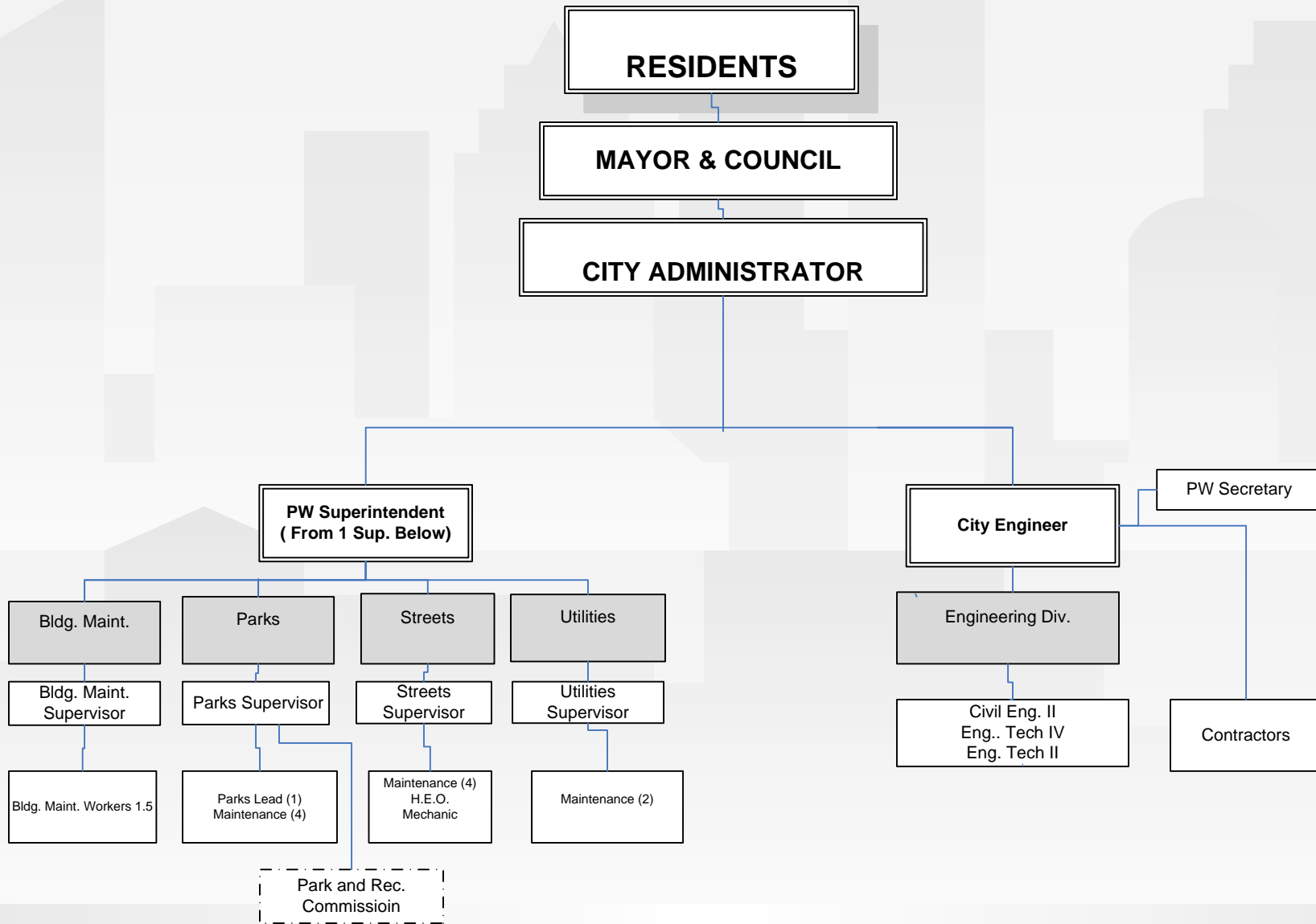


**Position Reductions: Fire Secretary, Crime Prevention Specialist, plus previously removed from chart: DCA/CDD, EDMM. Also, removed 1 Patrol Officer & .50 Bldg. Maint for early retirement and vacated PW Director. Add Management Analyst. Assuming no re-hires, the total FTEs after cuts/retirements will be 64.85**

# CITY OF RAMSEY PUBLIC WORKS ORGANIZATIONAL CHART



# CITY OF RAMSEY PUBLIC WORKS DRAFT ORGANIZATIONAL CHART



## Public Works/Engineering Organizational Review

May 29, 2012

Updated May 31, 2012

### **Scenario A: Separating Engineering from Public Works Operations**

#### Pros:

- 1) Allows a newly hired City Engineer to focus specifically on the Engineering Division.
- 2) Allows engineering to be more focused on new projects/development
- 3) Allows public works operations to be more focused on the day-to-day “routine” maintenance functions
- 4) Increased accountability and ownership on Public Works (PW) side.
- 5) Increased employee development on the Public Works side and greater sharing of knowledge; reduces risk of talent loss in the event of a resignation.
- 6) Engineering and PW Operations would function more as a self-managed team with Tim Himmer serving as the primary team-lead for Department Head meetings.
- 7) Less layers of management on both sides; creating an environment for more innovation and employee empowerment.
- 8) Budget savings would be possible if activity was low.

#### Cons:

- 1) Potential for lack of oversight; who was/is responsible for a given task.
- 2) Lack of overall public works expertise overseeing the entire process.
- 3) Need for structured communication between Engineering and Public Works.
- 4) More potential “team” conflicts that bubble to the top. Team members may need additional training on team conflict resolution.
- 5) Additional workload for others, with potential for time delays, decreased proactive work (especially on lower priorities), missed opportunities for grants, special awards, etc.
- 6) Increased potential for errors and/or omissions.
- 7) Budget savings may be non-existent if consultant labor had to be used, especially with road reconstruction effort pending.
- 8) It is recommended that an additional technical (drafts person/Inspector) be hired.

**Scenario B: Keep Public Works Director Position as is.**

Pros:

- 1) More oversight over total operation.
- 2) The City can hire an experienced public works director to oversee both areas.
- 3) Communication between engineering and public works would be enhanced.
- 4) Conflicts between division managers could be resolved at the department level relatively quickly.
- 5) More staff resource to devote to grants, legislation, special projects and road reconstruction effort.
- 6) Improved review and inspection of work product.
- 7) Additional staff time to charge back to projects.

Cons:

- 1) An external recruitment for Public Works Director is recommended. Applicant pool may be shallow given recent hiring by other cities.
- 2) An additional staff person would be involved with most development related work and more time would be spent on internal communication.
- 3) Fewer opportunities will be available for existing staff.
- 4) The organization would retain an additional layer of management that would be less flexible.
- 5) Base budget costs for engineering/public works would remain at current levels.