

The City's Public Works Department consists of approximately 80 employees assigned across seven divisions: Buildings and Grounds, Forestry, Solid Waste and Recycling, Utilities (Water and Sanitary Sewer), Water Reclamation Facility, Streets, and Fleet. These divisions are responsible for the operation and maintenance of critical municipal infrastructure and services.

With the recent leadership transition in Public Works and the department currently under the interim management of the Deputy Public Works Director, Jake Waldo, it is an appropriate time to conduct a comprehensive operational evaluation. The purpose of this evaluation is to ensure the department is structured and functioning in a manner that promotes efficiency, accountability, regulatory compliance, and long-term sustainability.

To accomplish this, I am requesting approval to enter into a professional services agreement with Interstate Engineering to conduct a comprehensive Public Works Department evaluation and provide actionable recommendations.

The cost of the evaluation is \$95,112.00 plus mileage (\$.85)

The overall goal of the evaluation is to assess the department's organizational structure, job roles, operational procedures, asset management practices, safety compliance, budgeting alignment, and performance metrics. The outcome will be a roadmap for strengthening management systems, improving operational consistency, and positioning the department for proactive, long-term service delivery.

The evaluation will include the following major components:

### **Organizational Structure and Management**

- Review of the current organizational chart and reporting relationships.
- Evaluation of leadership and management effectiveness.
- Assessment of staffing levels and skill alignment with operational needs.
- Review of interdepartmental communication processes.
- Evaluation of documented policies and standard operating procedures.
- Safety compliance review (OSHA and related standards).
- Budget alignment with Commission priorities and operational efficiencies.

### **Operational Review by Division**

Each Public Works division will undergo a structured review and audit process, including:

- Forestry
- Buildings & Grounds
- Utilities (Water, Sewer, Stormwater)
- Streets & Transportation
- Fleet Services
- Water Reclamation Facility
- Solid Waste & Recycling

This review will assess preventive maintenance practices, regulatory compliance, asset condition, work planning, field operations, and alignment with adopted service levels.

### **Performance and Accountability**

- Review and development of Key Performance Indicators (KPIs).
- Evaluation of equipment usage and lifecycle management.
- Review of the Brightly work order and asset management system utilization.
- Verification of regulatory compliance (EPA, DEQ, landfill, water, wastewater).
- Assessment of preventive versus reactive maintenance ratios.

### **Technology and Data Systems**

- Asset management system utilization.
- GIS integration across divisions.
- Accuracy and completeness of work order data.
- Use of mobile tools and real-time data capture.

### **SWOT Analysis and Final Report**

Interstate Engineering will develop a department wide SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis and prepare a final report that includes:

- Division-specific findings.
- Risk assessments.
- Recommendations for organizational improvements.
- Staffing and training recommendations.
- Performance metric enhancements.
- Prioritization strategies for work and capital improvements.
- Recommendations for improved interdepartmental coordination.
- Long-term operational improvement strategies.

The evaluation will be interactive and conducted in coordination with the City Administrator and key staff. The process includes:

- Interviews with employees and supervisors.
- Field observation of operations.
- Review of job descriptions and organizational documents.
- Evaluation of facilities, equipment, and operational practices.
- Analysis of maintenance records, regulatory documentation, and budget performance.
- Review of training records and safety programs.
- Audit of division-specific operational practices.

This methodology ensures both quantitative analysis and qualitative feedback are incorporated into the final recommendations.

The final deliverable will provide:

- Clear recommendations to improve organizational effectiveness.
- Enhanced clarity in job responsibilities and reporting relationships.
- Improved alignment between staffing and workload.
- Strengthened safety and regulatory compliance.
- Enhanced use of asset management and work order systems.
- Defined and actionable performance metrics.
- Improved budgeting alignment and operational efficiency.
- A strategic framework for proactive maintenance rather than reactive response.

Ultimately, this evaluation will position the Public Works Department to better serve residents, extend the lifecycle of City infrastructure, and improve transparency and accountability.

City Administration recommends the City Commission approve the professional services agreement with Interstate Engineering to conduct a comprehensive Public Works Department Evaluation as outlined above.