

Council Meeting: June 11, 2026	Prepared By: Jay Tobin, City Administrator
Topic: Approval of Professional Services Agreement for Public Works Department Organizational Review	Action Required: Approval

Summary

In May 2024, the City Council approved a significant organizational restructuring intended to better align City operations with current service demands and future growth expectations. As part of that effort, the City established a Community Development Department, reallocated responsibilities among departments, and identified the need for continued evaluation of organizational structures and staffing alignment throughout the organization.

Since that time, the Public Works Department has continued to evolve in response to rapid community growth and increasing service demands. During the 2026 Public Works Budget Workshop and National Public Works Week Council Work Session, staff presented the expanding scope of responsibilities managed by the department, including engineering, utility operations, street maintenance, fleet management, facility maintenance, parks and trails, development review, emergency response support, regulatory compliance, and long-range infrastructure planning.

The Public Works Department currently supports a community that has experienced approximately 70 percent population growth since the installation of municipal sewer and water infrastructure in 2012, increasing from roughly 5,500 residents to more than 9,400 residents today. The department is responsible for maintaining approximately 32 miles of gravel roads, 45 miles of paved roads, 90 miles of drainage ditches, more than 27 miles of water main, over 20 miles of sanitary sewer infrastructure, parks and trails, fleet assets, city facilities, and a growing inventory of public infrastructure that continues to expand through development activity.

The Public Works organizational structure presented to Council reflects an increasingly complex operation consisting of Engineering, Utilities, and Operations divisions supported by administrative functions. The department currently operates with approximately seventeen employees, including operations staff, utilities staff, engineering staff, seasonal employees, and administrative support. Staff analysis presented to Council indicated that comparable communities generally maintain larger Public Works organizations and frequently separate Public Works Director and City Engineer responsibilities into distinct positions.

The presentations further identified several emerging operational challenges, including increasing infrastructure maintenance obligations, asset management needs, regulatory compliance requirements, emergency response responsibilities, fleet and facility growth, recruitment and retention challenges, expanding utility systems, stormwater management responsibilities, and the transition from a historically generalist workforce model toward more specialized operational divisions. Staff also identified potential organizational modifications, including adjustments to fleet, parks, and operations leadership responsibilities, highlighting the importance of evaluating whether current reporting relationships and responsibilities remain appropriately aligned.

Given the continued growth of the community and the increasing complexity of Public Works operations, staff believes an independent organizational assessment is warranted to evaluate departmental structure, span of control, division responsibilities, succession planning, staffing allocations, and organizational resiliency. The review will help determine whether the City's current organizational model is best positioned to support operational excellence, regulatory compliance, infrastructure stewardship, and future growth.

Staff solicited a proposal from Cathy Reynolds of Local Government ReEnvisioned, who has extensive experience assisting local governments with organizational assessments and operational reviews. The proposed scope of work includes interviews with Public Works and administrative staff, review of current job descriptions and organizational structure, preparation of draft and final recommendations, and presentation of findings to the City Council. The consultant would also be available to present findings and recommendations at a future City Council meeting.

The consultant has proposed an hourly rate of \$150 per hour with a not-to-exceed amount of \$5,000, plus reimbursable expenses such as mileage at the federal IRS rate.

Staff recommends approval of the professional services agreement and authorization for the City Administrator to execute the agreement and proceed with the organizational review.

Financial/Budget

The proposed agreement has a not-to-exceed cost of \$5,000, plus reimbursable expenses, and can be funded through the City's professional services budget and/or organizational planning funds. The review is expected to provide valuable information to support future staffing, operational, and budgetary decisions.

Options

- Approve the professional services agreement as presented.
- Approve the professional services agreement with modifications.
- Deny the agreement and provide further direction to staff.

Recommendation

Staff recommends approval of the professional services agreement and authorization for the City Administrator to execute the agreement and proceed with the organizational review.

Council Action

Approve the Professional Services Agreement with Local Government ReEnvisioned for completion of a Public Works Department Organizational Review and authorize the City Administrator to execute the agreement.

Attachments

1. [Proposed Corcoran Org Review](#)
2. [Resolution 2024-47 Memorializing Organizational Restructure and Impact FINAL \(Formatted with correct Councilmembers\).pdf](#)
3. [Public Works Week May 2026 Presentation](#)