



Reorganization Plan

Auburn Town Government

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Town Manager
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Why Change the Current Organizational Structure?



- **May 2009 Charter Amendments**
 - Certain elected positions are terminated: Treasurer, Highway Surveyor
 - Most elected board and commission seats are now appointed by the Town Manager
- **Inefficient**
 - Lacks daily operational coordination and oversight of interdepartmental projects and initiatives
 - Departmental responsibilities are compartmentalized rather than clustered by complimentary functions
 - Equipment, personnel and resources not shared between departments
- **Decentralized**
 - Does not reflect the Town Manager form of government per the Charter
 - 25 department heads/departments/functions
 - All currently report directly to the Town Manager
- **Non-Integrated Operating and Administrative Systems**
 - Policies and procedures are not consistent among departments
 - Equipment not allocated to highest priorities when needed
 - Staff not cross trained to provide support to other departments
 - Not all departments using the same systems for data management



Existing Organizational Structure

Highway	Sewer	Cemetery	Parks	Recreation & Culture
Assessing	Treasurer	Accounting	Collector	Senior Center
Library	MIS	Cable	Engineering	Trash and Recycling
Veterans	Tree Warden	Emergency Management	Planning	Public Health
Code/Building Inspection	Police	Fire	Animal Control	Animal Inspector



Report to Town Manager under New Charter



Currently elected. Term expires May 2011.



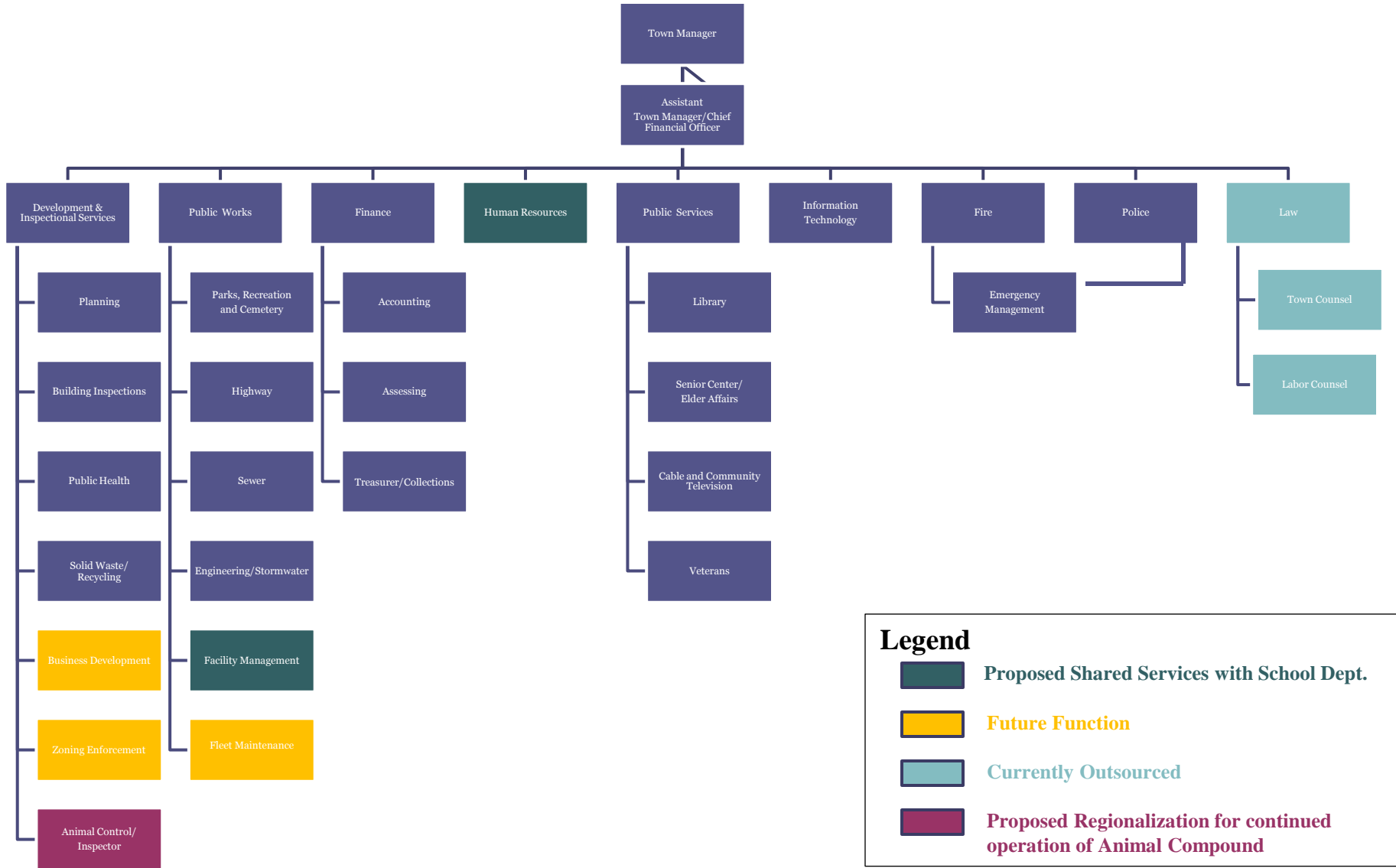
Goals of Reorganization Plan

- Implement the changes dictated by the Town Charter
- Enhance systems and operations
- Create efficiencies by sharing resources
- Create proactive versus reactive government
- Create a structure that provides the framework to attain current and future goals
- Create a dynamic leadership team
- Project an image and practice of responsiveness, efficiency, professionalism and progressiveness
- Capitalize on technology to streamline internal operations and external relations



Reorganization by Function

(Boxes represent functions, not positions)



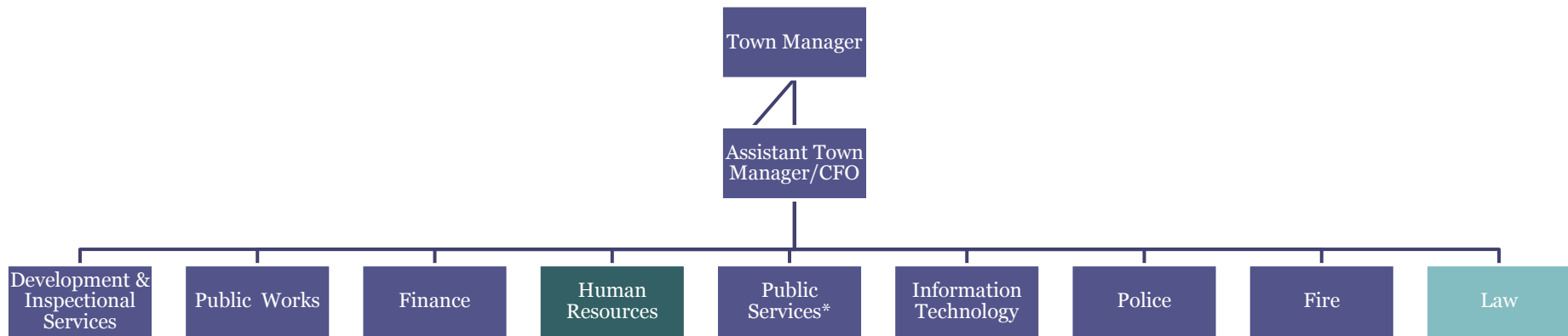
New Organizational Structure



- Executive Office of the Town Manager
- Department of Public Works
- Department of Development and Inspectional Services
- Finance Department
- Human Resource Department
- Department of Public Services
- Information Technology (existing)
- Police (existing)
- Fire (existing)
- Law (existing as out-sourced)



Functional Organizational Chart By Department



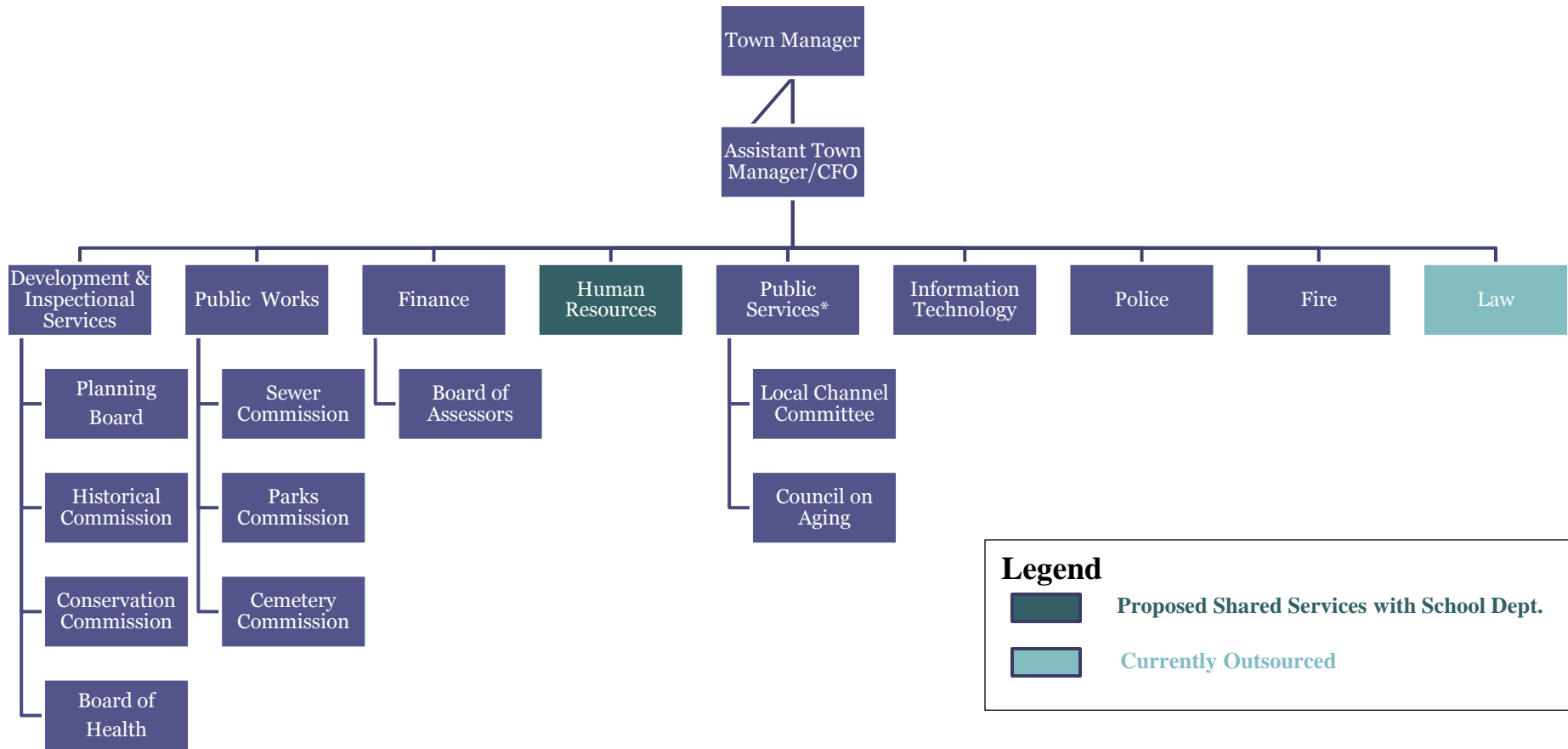
* Department does not have a director. Rather, directors of divisions within the department will report directly to the Town Manager.

Legend

-  Proposed Shared Services with School Dept.
-  Currently Outsourced

Boards and Commissions by Department

(Only includes those boards and commissions under the Charter which are within the Executive Branch and which are appointed by the Town Manager.)



Legend

- Proposed Shared Services with School Dept.
- Currently Outsourced

New Management Structure



- **Efficient Chain of Command**
 - **9 Individual Departments *versus* 25**
 - **8 Department Heads directly accountable to Town Manager (plus outsourced Legal function)**
- **Integrated Delivery of Municipal Services**
 - **Common Operational Tasks are Clustered for Efficient Decision Making**
 - **Coordinated Resources to Maximize Effectiveness**
 - **Coordinated Oversight of inter-divisional projects and activities**
- **Accountability**
 - **Department heads responsible for oversight of department operations and administration**
 - **Department heads focus on attaining Town Manager's goals and objectives**
 - **Department heads coordinate resources necessary to accomplish tasks and to implement goals and objectives**
 - **Department heads manage division heads and employees**

Benefits of New Organizational Structure



- Resources can be deployed to address priorities and tasks when needed
- Establishes a more efficient chain of command
- Streamlines reporting and management
- Creates an integrated vision for effective delivery of public services
- Creates better accountability
- Builds a framework for achieving community goals
- Creates a structure within which department activities and resources can be focused to accomplish goals and objectives
- Clusters divisions with complementary functions to provide better coordination of projects
- Establishes critical services through realignments
 - **Human Resources**
 - **Facility Management**
 - **Fleet Maintenance**
- Creates efficiencies through shared resources
 - **Personnel**
 - **Equipment**

Specific Department Recommendations

Auburn's New Organizational
Structure

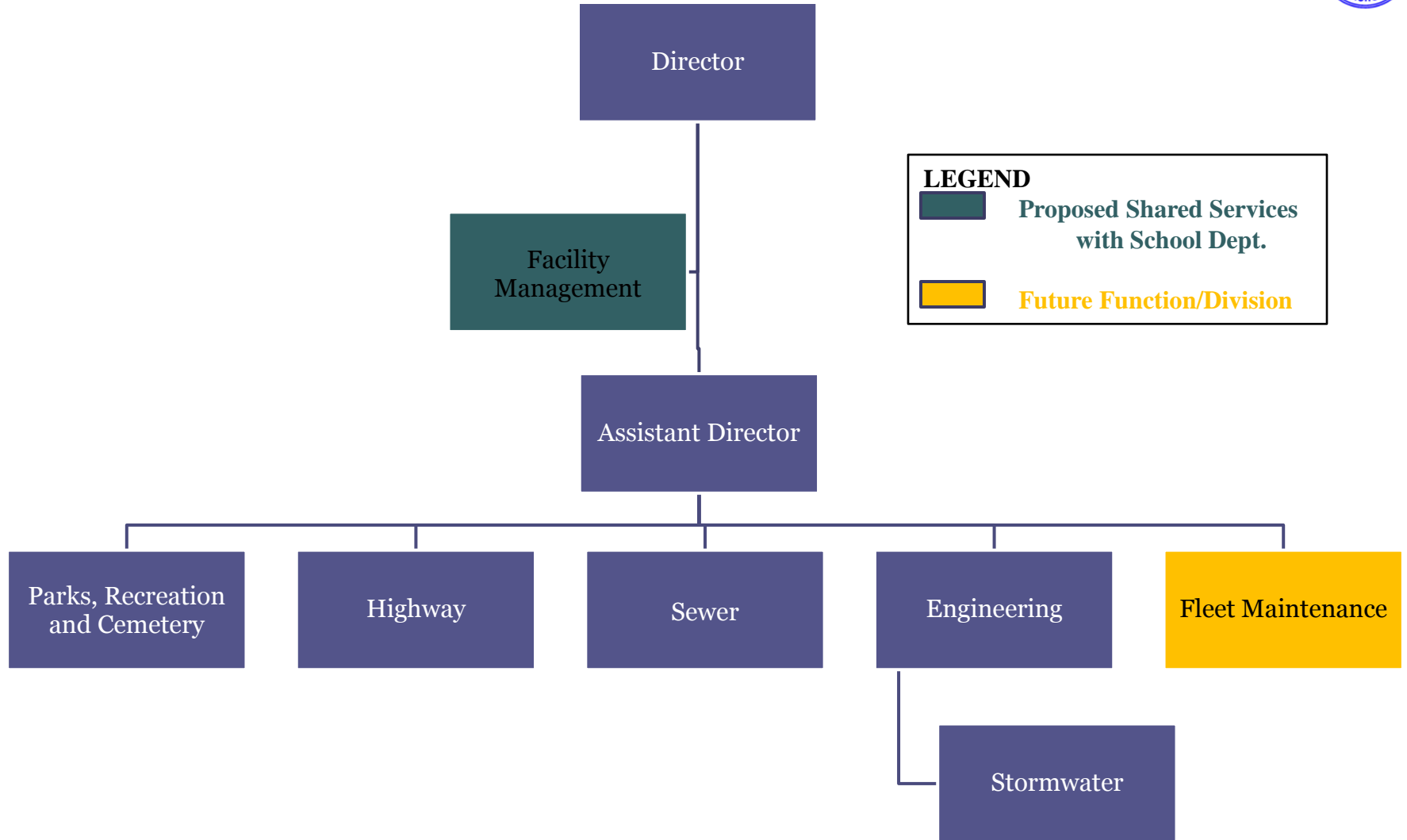


Department of Public Works

Auburn's New Organizational
Structure



Department of Public Works



Facility Management



- Preliminary discussions with School Department to share resources to maintain all town and school buildings
- Interior and exterior maintenance – buildings and grounds
- Will provide for regular maintenance of municipal facilities (Town Hall, Highway Building, Senior Center, Library, Police and Fire Stations) not currently done
- Will be pro-active vs. reactive
- Will analyze contracted services to determine most cost efficient and effective mechanism for facility management

Fleet Maintenance



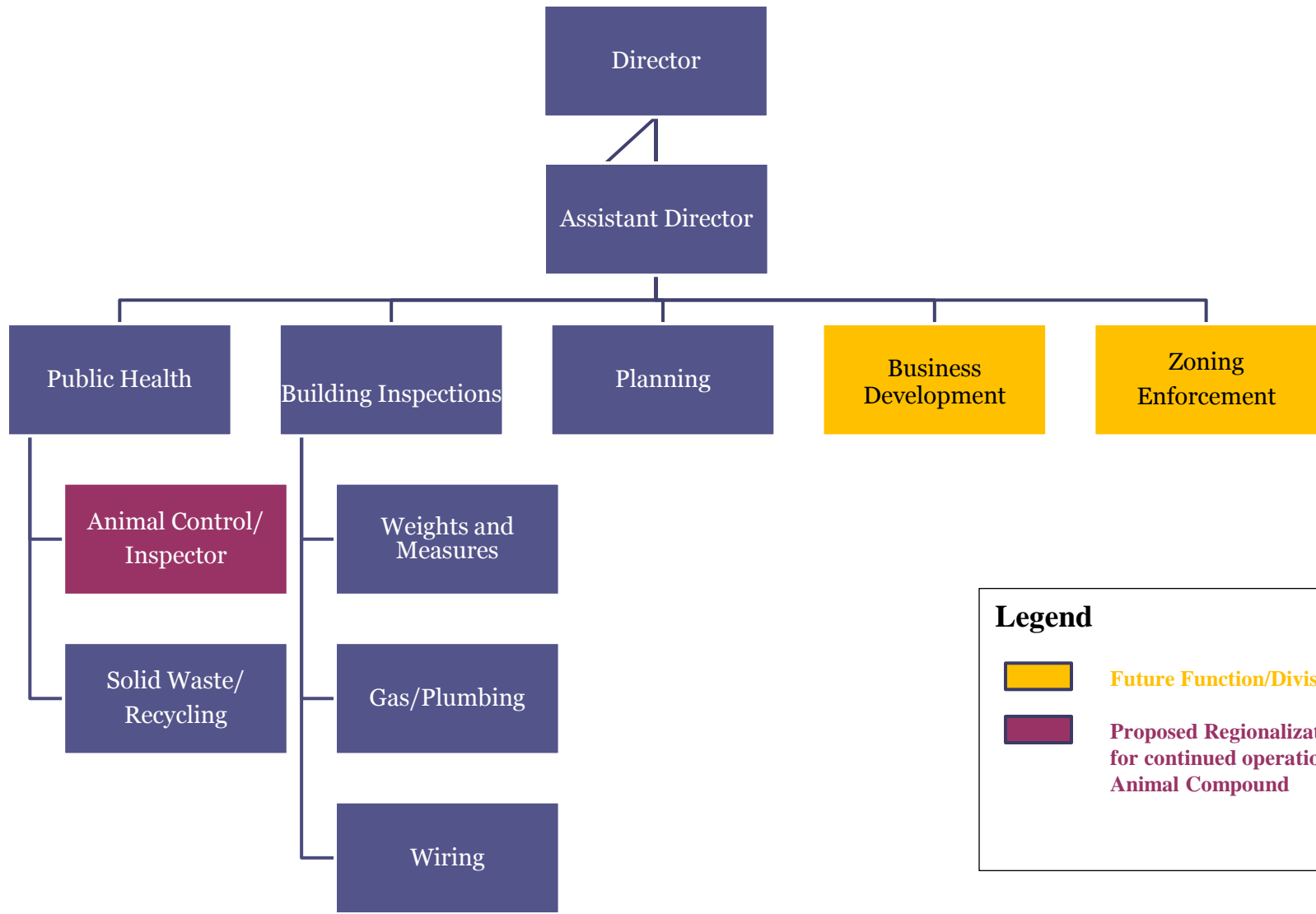
- Over the next year, we will analyze all contracted fleet maintenance services to determine if cost savings can be realized by bringing many services in-house
 - Highway
 - Sewer
 - Cemetery
 - Parks
 - Police
 - Fire

Department of Development and Inspectional Services

Auburn's New Organizational
Structure



Department of Development and Inspectional Services



Finance Department

Auburn's New Organizational
Structure



Finance Department

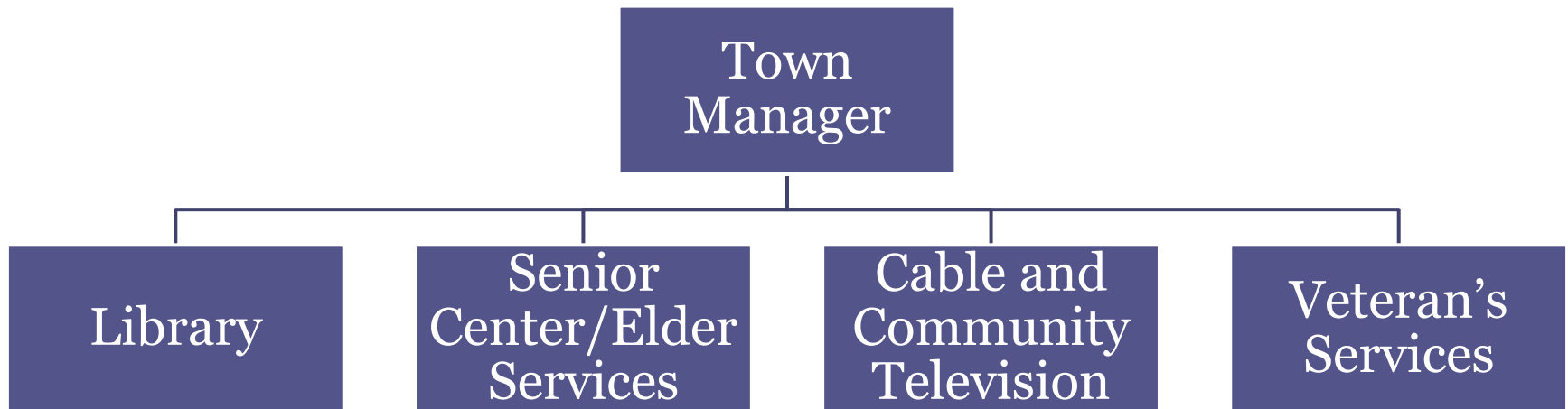


Department of Public Services

Auburn's New Organizational
Structure



Department of Public Services



Human Resource Department

Auburn's New Organizational
Structure



Human Resource Department



- Employee Training Programs
- Board and Commission Appointment Process
- Employee Benefits
- New Employee Orientation
- Employee Handbook
- Personnel Records
- Wellness Initiatives
- Information Dissemination to Employees
- Job Descriptions and Postings, Application Management
- Employee handbook
- Vacation/time off policies
- Paygrades/salary schedules
- Policies (cell phone, computer, internet, vehicle usage)
- Personnel records/files
- Mandatory documents – conflict of interest, ethics training certifications, disclosures, etc
- Performance evaluations – forms, schedule

Actions Needed to Approve Proposed Reorganization

Votes to be taken by the
Board of Selectmen





Current Organizational Structure

Highway	Sewer	Cemetery	Parks	Recreation & Culture
Engineering	Tree Warden	Accounting	Collector*	Code/Building Inspection
Library	MIS	Treasurer*	Assessing	Trash and Recycling
Veterans	Senior Center	Emergency Management	Planning	Public Health
Fire	Police	Cable	Animal Control	Animal Inspector



To be abolished as a separate department and created as a division within the new Department of Public Works.



To be abolished as a separate department and created as a division within the new Finance Department.



To be abolished as a separate department and created as a division within the new Department of Development and Inspectional Services.

*

To be abolished as separate positions and combined into a Treasurer/Collector position

Next Steps



- Board of Selectmen votes to approve Reorganization Plan
- Town Manager recommends appointment of new department heads to Board of Selectmen
- Coordinate FY'12 Budget Recommendation to Town Meeting to parallel reorganization
- Town Manager and department heads assemble departmental leadership team
- Initiate Impact Bargaining to implement changes
- Develop job descriptions and salary structure
- Phase implementation over next 2 to 12 months
- May need additional reorganization amendments

2011 Charter Reorganization Plan



- Authorized by section 3.06(b) of Chapter 8 of the Acts of 2009 (Town Charter), Town Manager must submit a written Reorganization Plan to the Board of Selectmen for approval.
- Plan outlines organizational structure, department functions, roles and divisions
- Upon approval, Plan becomes effective May 19, 2011
- Plan will require future modifications and amendments to incorporate future functions

Positive Change for Auburn's Future

Auburn's New Organizational Structure

