

**TOWN GOVERNMENT REORGANIZATION COMMITTEE
INTERIM REPORT
MAY 3, 2010**

The Town Government Reorganization Committee (the Committee) began its work in the fall of 2009. The first meetings were chaired by Annie LaCourt, who established the website for materials that emerged from the Committee's review of past reorganization reports. Those materials and the minutes of the Committee can be found on the Town website, Town Governance/Boards and Commissions/Town Government Reorganization Committee. Some of these past studies led to the creation of the consolidated information technology department, the consolidated postage function and consolidated telephone services. In the last few years the payroll function has also been consolidated.

Due to other time commitments, Ms. LaCourt stepped aside and the Committee elected Allan Tosti as Chair and Donald Marquis as Vice Chair. The Committee felt it needed to more clearly define its mission in order to proceed to complete its charge. The mission was defined with a vote on November 30 as shown in Appendix A.

With the Scope of Mission defined and a review of the literature completed, the Committee proceeded to discuss ideas proposed by its members. Once the Committee determined which issues would be studied, they were grouped into categories, and subcommittees were established to investigate the ideas in more depth through further study of materials and the interviewing of town officials. (See Appendix B).

For the Committee's first year recommendations, we have decided to focus on the creation of a town-wide human resource department, the expansion of town counsel services to the school department, the study of overhead budgeting and the improvement of the town's reporting of its financial activities to its citizens. (See Appendix C). The Committee is requesting the Town Meeting's support in moving the Town forward in these critical areas.

In addition, the Committee will be appointing an Implementation Group comprised of full-time town/school officials, plus one representative from the Committee to spearhead the process to identify and implement detail changes on any reorganization issues not listed in Appendix C. Any recommended changes in organization or process will only take place upon approval of the responsible appointing authority. A report will be prepared for the next Annual Town Meeting.

We appreciate your support on these issues and are available for any questions.

Allan Tosti, Chair Donald Marquis, Vice Chair

John Bilafer	Ted Peluso	Annie LaCourt
Denise Burns	Stephen Gilligan	Kenneth Hughes
Michele Barry	Ruth Lewis	Kathleen Bodie
John Leone	John Worden	

APPENDIX A

Town Government Reorganization Committee Scope of Mission

Town Meeting Charge to Committee:

“To consider and make recommendations to Town Meeting, the Town Manager, and/or the Superintendent of Schools on any advisable reorganization, consolidation, or abolition of Town and/or School departments, boards, committees, or officers The committee shall produce a preliminary written report of its findings before the commencement of the 2010 Annual Town Meeting and a final written report of its findings before the commencement of the 2011 Annual Town Meeting, and it shall dissolve upon the completion of the 2011 Annual Town Meeting”

Recommended Scope of Mission:

The Committee shall focus upon the procedures and working relationships between and among various boards and departments with a goal of improving efficiencies and effective use of Town resources, eliminating redundancies and outsourcing of functions where possible.

Furthermore, the Committee should review areas where the Town can combine functions through regionalization with neighboring cities and towns to maintain existing services and or reduce costs.

Any proposals to change the form of Town Government or the status of any elected Town Officials are beyond the authority or charge of this committee.

Rationale for Scope:

1. The Town already has a Town Manager, Town Treasurer, Town Clerk, Board of Assessors and Superintendent of School with specific duties as outlined in the Town Manager Act, all of whom have sufficient authority to carry out reforms within their respective departments and offices.
2. The Committee should focus on areas where no one officer or department has the ability to unilaterally make the changes described above or across departmental lines.
3. The Committee consists of part-time volunteers with a deadline to complete the work. As such an exhaustive review of the individual departmental employee's tasks and job performance is unrealistic and unmanageable.

Approved on November 30, 2009.

APPENDIX B

Town Government Reorganization Committee

SCOPE IDEAS-Subcommittee assignments:

- Personnel
- Payroll
- Budget Planning
- Accounting
- Purchasing

John Bilafer
Allan Tosti
Ted Peluso

Advisors: Gilligan, Lewis, Bodie

- IT standardization
- Analysis & integration
- Mail distribution communication
- Administration support structure/roles cross training

Annie LaCourt
Denise Burns
Stephen Gilligan

- Regionalization of town/school/other functions
Kenneth Hughes
Michele Barry
Ruth Lewis
Kathleen Bodie

- Collective bargaining
- Employee/management relationships/employee motivation/communication
- Legal

Donald Marquis
John Leone
John Worden

Advisor: Bodie

APPENDIX C

ARTICLE 33 ACCEPTANCE OF REGISLATION/CONSOLIDATION OF TOWN AND SCHOOL ADMINISTRATIVE FUNCTIONS

To see if the Town will vote to accept G.L. c. 71, §37M, which would allow, but not require, Town Meeting and the School Committee to vote in the future to consolidate town and school administrative functions, including but not limited to financial, personnel, and maintenance functions; or take any action related thereto.

(Inserted at the request of the Town Government Reorganization Committee of 2009)

Voted: **See Selectmen's recommended vote**

ARTICLE 34 VOTE/CONSOLIDATION OF TOWN AND SCHOOL ADMINISTRATIVE FUNCTIONS

To see if the Town will vote to consolidate certain town and school administrative functions, as permitted under G.L. c. 71, §37M, or Town administrative functions by bylaw, including but not limited to financial, personnel, and maintenance functions; or take any action related thereto.

(Inserted at the request of the Town Government Reorganization Committee of 2009)

Voted: **that the Town Manager and the Superintendent of Schools, in consultation with all other appointing authorities, are requested to study and make recommendations on the establishment of a Town wide Human Resources Department including any changes to Town bylaws. This should be done with the goal of establishing consistent personnel policies across all departments, standardizing the hiring process and increasing the efficiency and effectiveness of this critical function.**

that the Town Manager and the Superintendent of Schools are requested to develop guidelines for the use of Town Counsel services by the School Department and shall investigate the use of joint labor counsel for collective bargaining.

that the Town Manager, one member of the Finance Committee appointed by the Chair and the Superintendent of Schools, in consultation with all other appointing authorities are requested to study the value and possible implementation of overhead budgeting involving the assignment of such costs as pensions and health insurance to service budgets.

that the Town Moderator, Town Treasurer, Town Manager, member of the Board of Selectmen and member of the Finance Committee, appointed by their respective Chairs, are requested to study the creation of a 4 page Public Accounting Financial Report to be distributed on an annual basis to as many of the citizens as possible and the proposed use of the Town web site for distribution of the Town Report.