



Town of Chatham
Office of the Selectmen
Town Manager
549 Main Street
Chatham, MA 02633



Jill R. Goldsmith
TOWN MANAGER
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www.chatham-ma.gov

M E M O R A N D U M

TO: Honorable Board of Selectmen

FROM: Jill R. Goldsmith, Town Manager

DATE: April 7, 2014

SUBJECT: Transmittal of Town Manager Administrative Order #3; Reorganization of the Department of Health and Environment to create a new Department of Natural Resources

I respectfully file Administrative Order #3 *as attached*. Such action creates a new Department of Natural Resources with reorganization of the former Department of Health and Environment and additional merging of the Harbormaster's Division under the new Department. Similarly other Departments will be affected by this Administrative Order – Department of Public Works will administer the wastewater construction projects with some shared oversight for long range wastewater project planning. The Harbormaster Division oversight will move from the Police Department to the new Department of Natural Resources. The first phase of the reorganization to take affect on or about May 7, 2014 with potential further refinements in the future, in particular to the reporting relationship and management structure of the new Department, and any accompanying offsets that may affect another department. I will continue to review at regular intervals as has had been done with Administrative Orders #1 and 2.

All positions impacted by the realignment are recognized positions in the Chatham Municipal Employees Association (CMEA). As you may recall, CMEA was certified as a bargaining unit in 2010, with its first collective bargaining agreement ratified in May 2013. As it is our obligation to bargain over wages, hours and conditions of work, I have provided CMEA the opportunity to weigh in (i.e. bargain) the impact of the reorganization. There is an important distinction in this type of bargaining, as the CMEA has the right to express concerns and make counterproposals to mitigate the impact of the change; they do not have the right to bargain over the decision to make the change.

As promised in Administrative Order #2 relating to the Harbormaster, effectuated in September 2012, I asked the Department Head to review operations and provide a Management Report/Operational Analysis as a form of evaluation for accomplishing the goals of the Administrative Order. We had targeted December 31, 2013 as noted in that Administrative Order. Notwithstanding that we had not received any complaints or concerns from the public on the realignment, other factors provided for a delay in the issuance of Report – employee work related injury, the hiring/start date of the Deputy Harbormaster (July 2013), and a personnel/collective bargaining matter resulting in an investigation.

As we remain committed to transparency, MA Employment Laws and personnel matters relating to collective bargaining on mandatory subjects such as some of the provisions in the Administrative Order provides for most communications, although documented, to be excluded from the public forum.

The Town of Chatham Home Rule Charter grants the Board of Selectmen discretion to take no action, approve or reject an Administrative Order within thirty (30) days.

I stay committed to the charge given to me when I was hired by the Board of Selectmen as Town Manager to review operations, and will continue to strive to provide outstanding service to citizens and visitors alike in a cost effective manner with taxpayer interests in mind. I believe that this realignment will thus work to enhance customer service, teamwork and partnerships as we as Town departments collaboratively engaged in promoting safety and continued vibrancy of our community.

Thank you in advance for your consideration. Should you have any questions regarding the foregoing, please do not hesitate to contact me at 508.945.5105 or jgoldsmith@chatham-ma.gov.

Attachments



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Filing Date: April 7, 2014
BOS Action: May 6, 2014
– No Action Taken

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DATE: April 7, 2014

SUBJECT: Town Manager Administrative Order #3; Reorganization of the Department of Health and Environment to create a new Department of Natural Resources

I respectfully file Administrative Order #3. Such action creates a new Department of Natural Resources with reorganization of the former Department of Health and Environment and additional merging of the Harbormaster's Division under the new Department. Similarly, other Departments will be affected by this Administrative Order – Department of Public Works will return to administering wastewater construction projects with some shared oversight for long range wastewater project planning. The Harbormaster Division oversight will move from the Police Department to the new Department of Natural Resources. The first phase of the reorganization to take effect on or about May 7, 2014 with potential further refinements in the future, in particular to the reporting relationship and management structure of the new Department, and any accompanying offsets that may affect another department. I will continue to review at regular intervals as has had been done with Administrative Orders #1 and 2.

FILING OF THE ADMINISTRATIVE ORDER

The Charter defines an Administrative Order as follows:

Section 5-1 Organization of Town Government

(a) Method of Organization – Town Governments

The organization of town government into operating departments for the provision of services and the administration of government shall be the responsibility of the town manager. Subject only to the express prohibitions in the laws of the commonwealth or the provisions of this charter, the town manager may by administrative order reorganize, consolidate, create, merge, divide or abolish any town department or office, in whole or in part, establish such new town departments or offices as he deems necessary or advisable, and prescribe the functions and the administrative procedures to be followed by all such departments or offices.

Administrative orders made by the town manager shall become effective on the thirtieth (30) day following the day on which notice of the proposed administrative order is filed with the board of selectmen and the office of the town clerk unless the board of selectmen shall, within such period, by majority vote of the board of selectmen, vote to reject such administrative order or has earlier voted to affirm it.

The reorganization is brought about by the continued direction that has been given to me by the Board of Selectmen (BOS) through our initial goals setting process in 2012 and reaffirmed each year thereafter, including 2014:

III. Protect and Enhance the Professionalism and Effectiveness of the Town's Staff, Boards, and Committees, and Enhance Effectiveness and Efficiency

V. Emphasize Long-Term, Strategic Planning of Town Operations and Resources, and Service Delivery

The intention of the reorganization is to:

- Demonstrate the Town's commitment to serving our coastal community in a fair and equitable manner to ensure the safe, environmentally friendly and lawful use of Chatham's resources and facilities.
- Create a consolidated Natural Resources function to manage both water and shore related activities of Coastal Resources, Harbormaster, Shellfish, Fish Pier, Mooring Management and Administration, Shellfish Propagation, Conservation, and Health under single leadership to enhance communication and information exchange between Divisions - as well as BOS appointed committees and commissions.
- Gain administrative and operational efficiencies by housing and aligning divisions with similar service provisions and functions to focus on customer service and community relations.
- Providing enhanced staffing accountability, resources and coordination related divisions to meet the current and changing demands of the coastal and water related operations, and clear differentiation of roles and responsibilities within the Department.
- Maintain and enhance the coordination efforts with Facilities, Fire, and Police Departments, and the US Coast Guard.
- Consolidate divisions to be physically located in one building (Town Hall Annex) to provide required ADA accessibility for the public and employees.

- Return all sewer/wastewater construction management functions, and capital/long-range planning to the Department of Public Works which has existing oversight of water infrastructure.

The Director of Health and Environment will become the Director of Natural Resources. On or about May 7, 2014, all of current and added Division Managers will report to the Director. The direct reporting relationships will be further reviewed and may be changed within the new Department make-up. The operational/organizational structure is consistent with the Town Charter, as exists with employees whom have statutory or regulatory authority reporting to a Director as a Department Head. Additional or fewer direct reports may be made with approval by the Town Manager.

The reorganization does not have a fiscal impact, but future budget consolidations may occur. There is no promotion or demotion in classifications or pay for any of the employees within the Department under this reorganization.

I remain committed to the charge given to me when I was hired by the Board of Selectmen as Town Manager, and will continue to strive to provide outstanding service to citizens and visitors alike in a cost effective manner with taxpayer interests in mind.

Thank you in advance for your consideration.

cc: Office of the Town Clerk (for filing of the Administrative Order)