

# Town of Lexington

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## Organizational Assessment

August 15, 2022





# Agenda

1. **Project Goals**
2. **Staffing and Organizational Structure Recommendations**
3. **Other Recommendations**
4. **Questions & Answers**

# Project Goals



# Project Goals

- Review Town organization structure and reporting relationships
- Review adjacencies for mission and customers
- Review potential sharing with Schools
- Recommend structural changes for the future

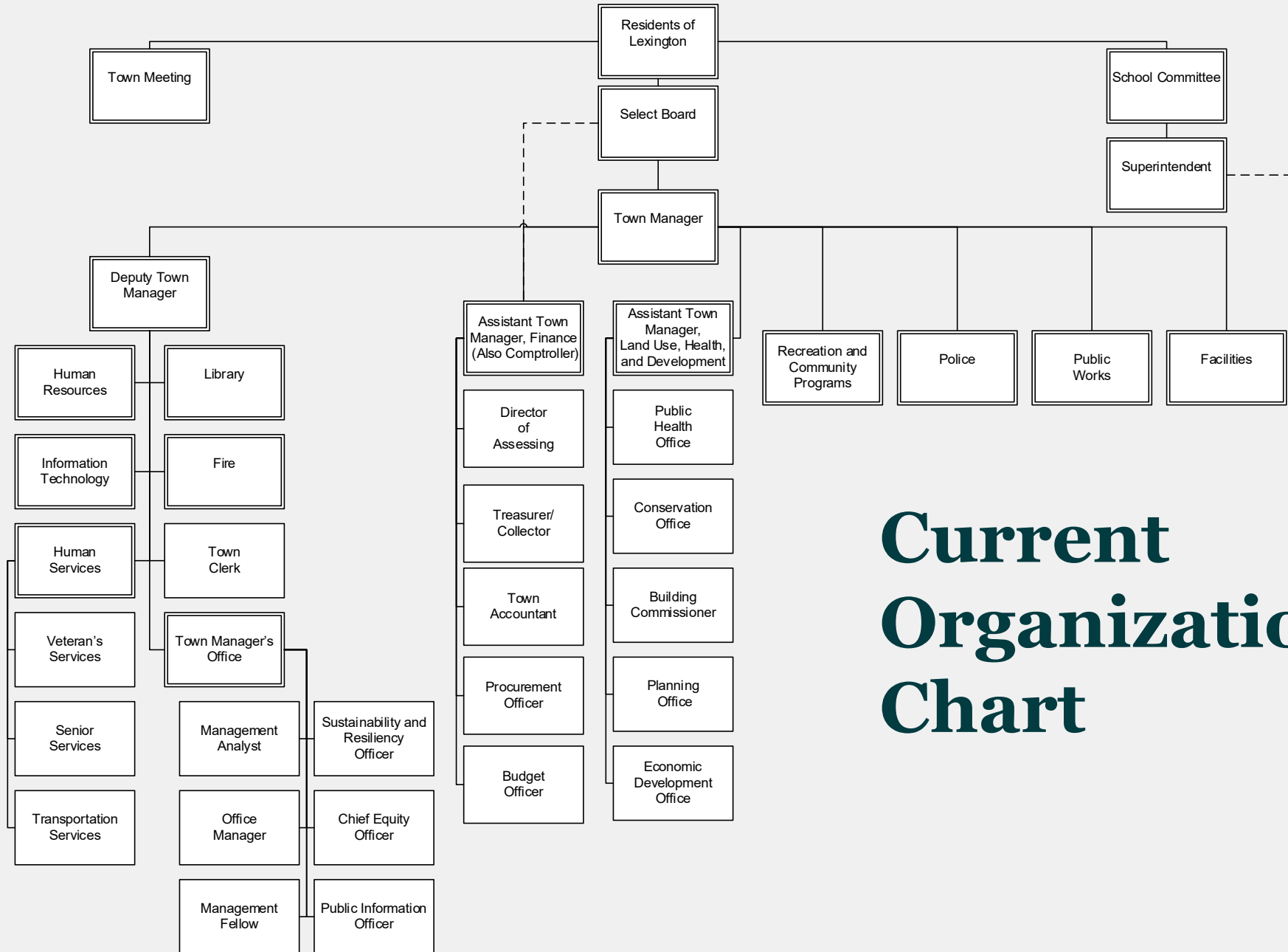


# Strengths to Build Upon



- Strong culture of resident engagement and volunteerism
- Dedicated, professional staff
- Department operations are clear and functional
- Future-facing priorities such as equity and sustainability
- A Town rich in history but moving into the future...





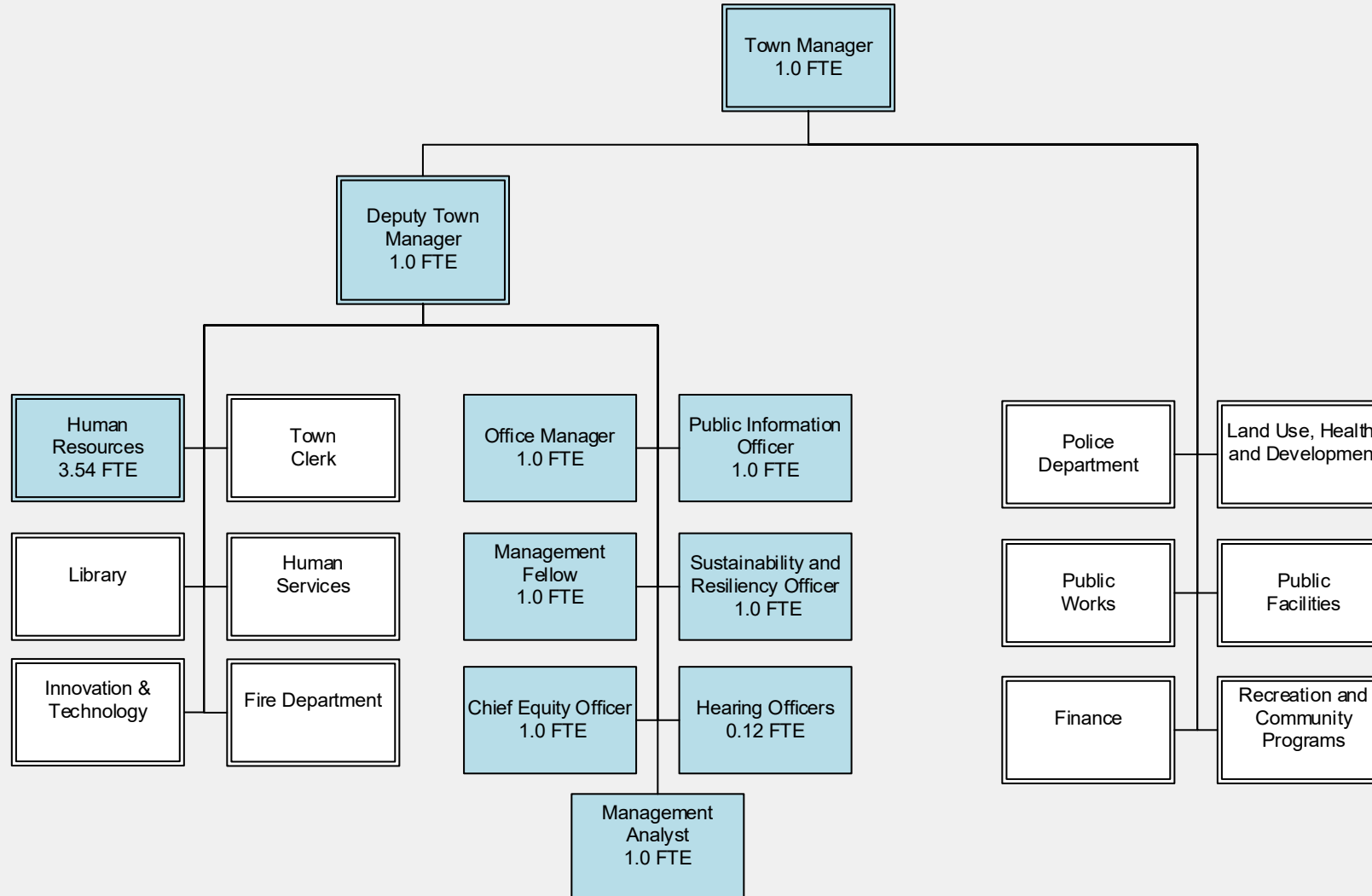
# Current Organizational Chart

# Staffing & Org. Structure Observations and Recommendations



# Town Manager's Office

# Current TMO Structure



# Town Manager's Office Observations

- Town Manager and Deputy Town Manager have large spans of control
- Sustainability and Chief Equity Officers are new and require additional time for supervision
- Use of Assistant Town Manager titles for individuals who function as department directors is confusing
- Town Manager and Select Board Offices have separate and distinct support staff, a lost opportunity for cross-training, back-up, and efficiency



# TMO Recommendations



## **Create a new Assistant Town Manager position to oversee Town Manager's Office staff**

- Reduces Deputy Town Manager direct reports
- Enhances supervision and direction for Sustainability and Chief Equity officers



## **Clarify the roles of the Sustainability Officer and Chief Equity Officer positions**

- Makes clear that these positions serve both internal and external roles



## **Eliminate the use of the Assistant Town Manager title for the Director of Finance and Director of Land Use, Health, and Development (LUHD)**

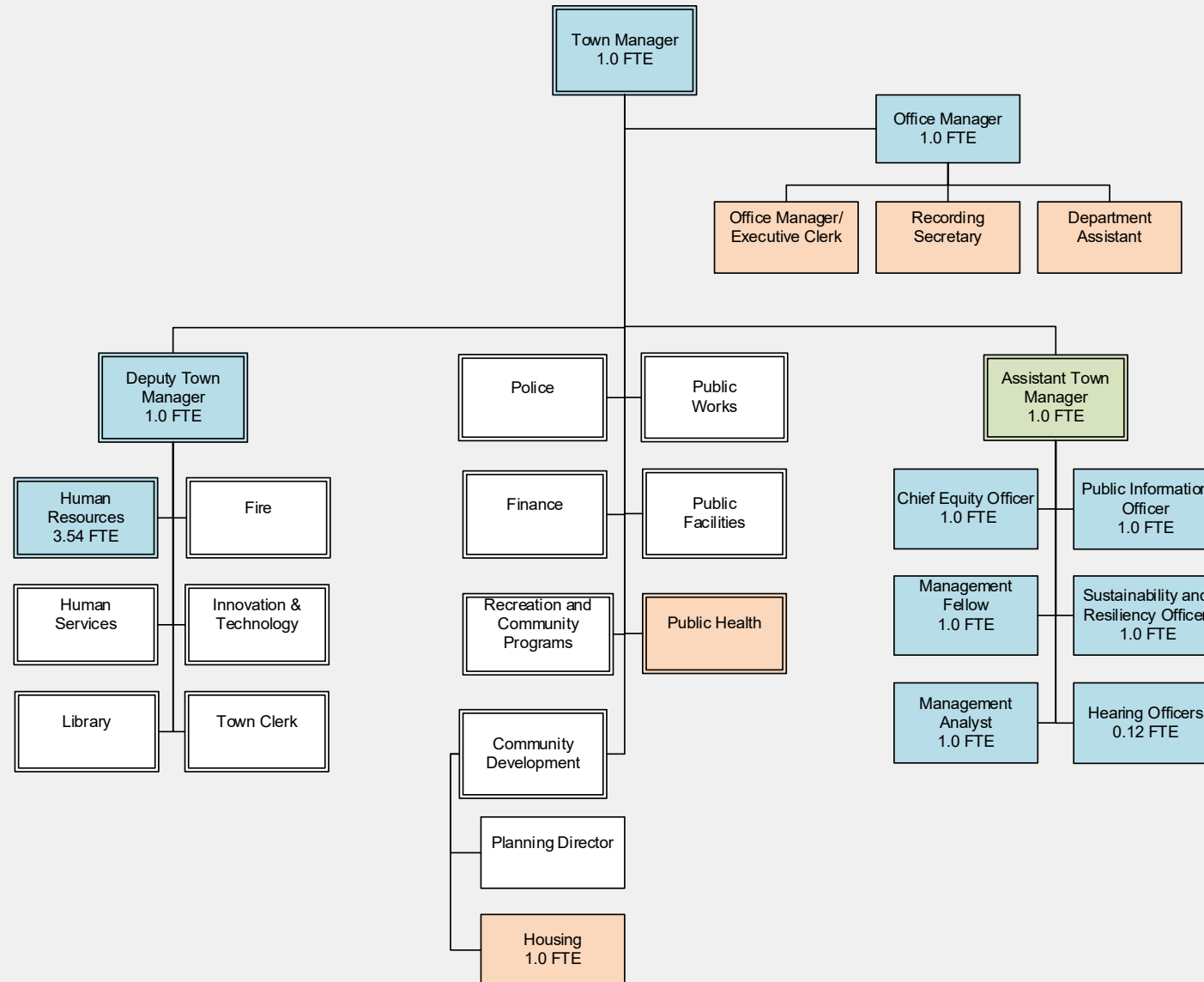
- Reflects that both positions currently act as Department Directors



## **Consolidate support functions for the Select Board within the Town Manager's Office**

- Pool valuable administrative staff capacity to improve efficiency

# Recommended New TMO Structure

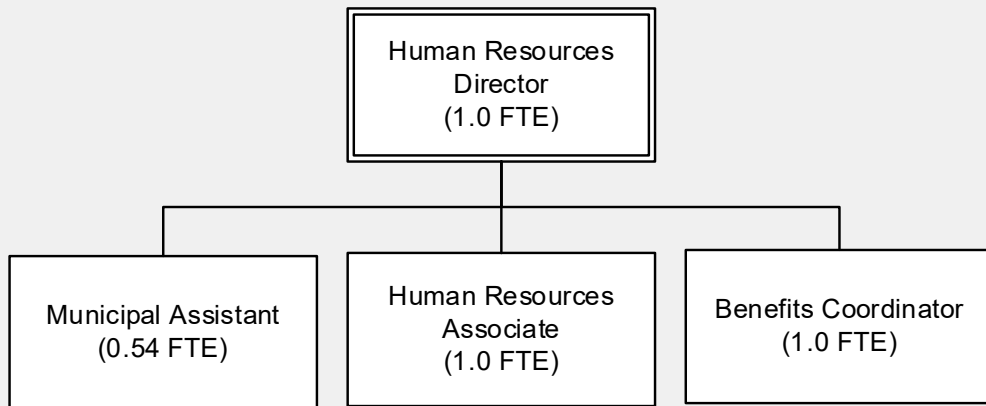


Creates an even split of supervisory responsibilities. Please note this chart also shows Public Health Office separated into a stand-alone department and a new housing position added to Community Development.

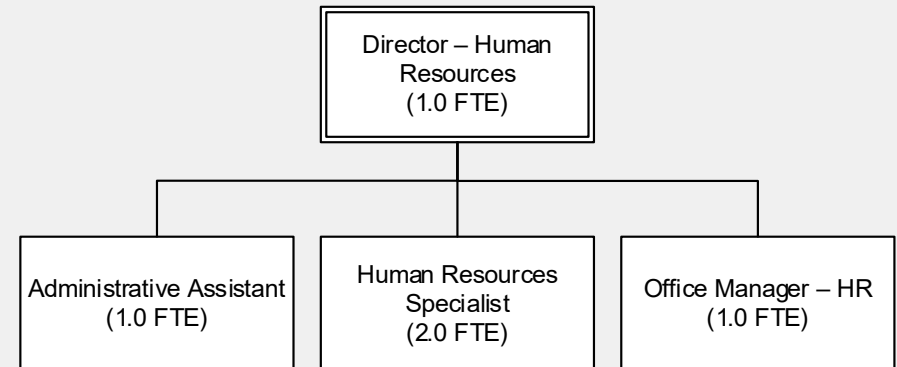
# Human Resources

# Current HR Staffing

## Lexington Municipal HR



## Lexington Public Schools HR



# Human Resources Observations

- Human Resources is largely decentralized as Town staff spend the majority of time processing benefits for almost 1,500 Town and School staff members
- Insufficient staffing to address Town strategic priorities and human resources needs
- Departments take on HR work, resulting in variability across the Town



# HR Recommendations



**Make the part-time Human Resources Municipal Assistant position full-time and add limited-term Human Resources staff to assist with benefits administration.**

- Creates additional capacity

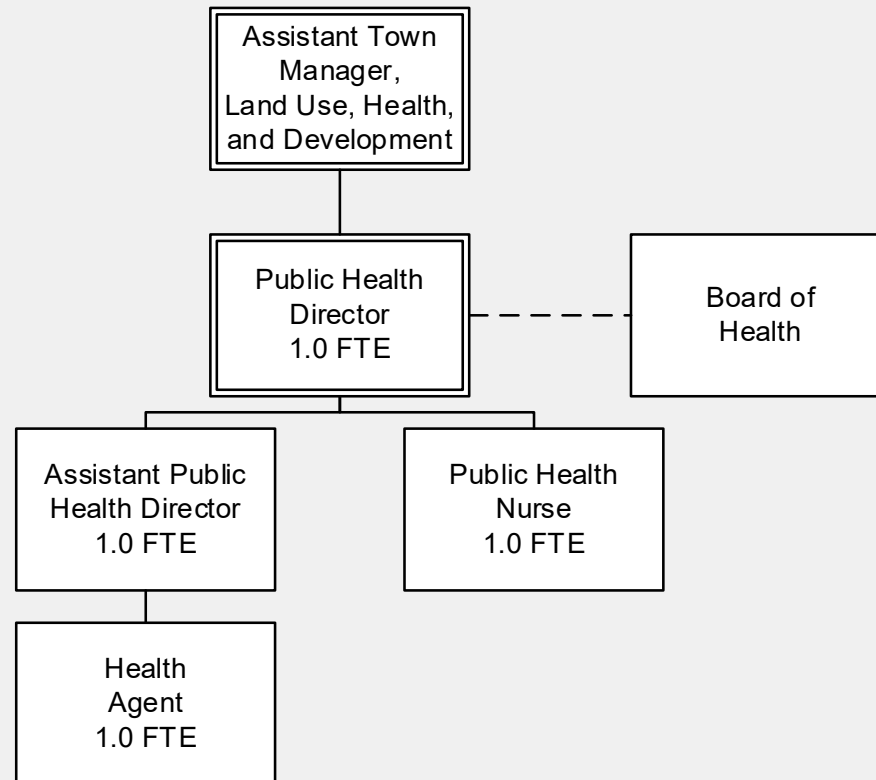


**Re-orient the Town's Human Resources Department to focus upon Town strategic priorities.**

- Focus on ensuring long-term operational success through recruitment, retention, training and development, positive work culture, and fair and equitable performance evaluation and discipline

# Public Health

# Current Public Health Staffing



# Public Health Observations

- Coordination required with other Town departments on both permit/regulatory and programmatic/outreach sides
- Additional reporting layers between Director and Town Manager can complicate communication during an emergency
- Some difficulty in recruiting staff in recent years



# Public Health: Recommendations

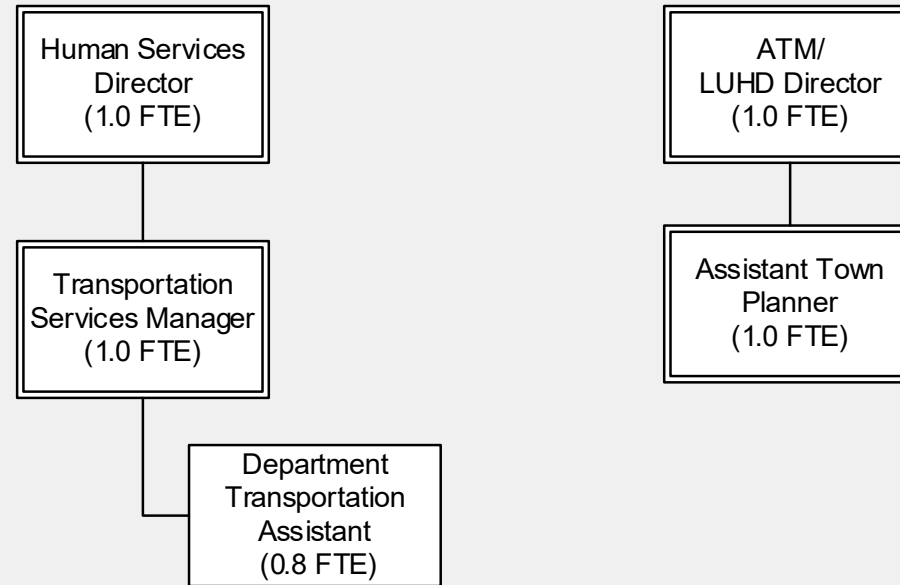


**Remove the Office of Public Health from LUHD and have the Director report directly to the Town Manager.**

- Department status will assist in recruiting and retaining qualified Directors and other positions
- Increases flexibility of leadership to rapidly respond to public health crises
- Would not impact the coordination of activities between internal governmental departments or outside agencies

# Transportation

# Current Transportation Staffing



# Transportation Observations

- Lack of role clarity between Planning transportation efforts and Human Services transportation division efforts
- Transportation an emerging regional and planning role that goes beyond Town programs like Lexpress and Lexconnect



# Transportation Restructuring Options



## **OPTION 1: Maintain Current Placements But Clarify Duties**

- Leave current positions in their respective locations within the organization
- Retitle Assistant Planning Director to Assistant Planning Director/Transportation Planner to help align job title and functions
- Clarify the role of Human Services Transportation staff to focus on programming and partner with Assistant Planning Director/Transportation Planner on long-range planning items related to programming

# Transportation Restructuring Options



## **OPTION 2: Create a Transportation Division in LUHD**

- Assistant Planning Director/Transportation Planner could manage the division
- Transportation Services Manager from Human Services could report to the Assistant Planning Director/Transportation Planner
- Gain a cohesive and well-coordinated focus to long-range transportation planning and regionalization issues
- Customer service aspects would remain with Human Services

# Transportation: Restructuring Options



## **OPTION 3: Change the Reporting Relationship of the Transportation Division from the Human Services Department to the LUHD**

- Hybrid approach is to maintain the physical arrangements of all parties
- Create a Transportation Division in LUHD and change the reporting relationships of the Transportation Division
- Transportation Services Manager would report to the Assistant Town Planner/Transportation Planner

# Transportation Recommendations



## **Change the Reporting Relationship of the Transportation Division from the Human Services Department to the LUHD.**

- Option Three provides a means to address the Town's evolving transportation needs with the least disruption
- Staff would not need to be physically moved, and the two-person Transportation Services Division would remain unchanged as a work unit

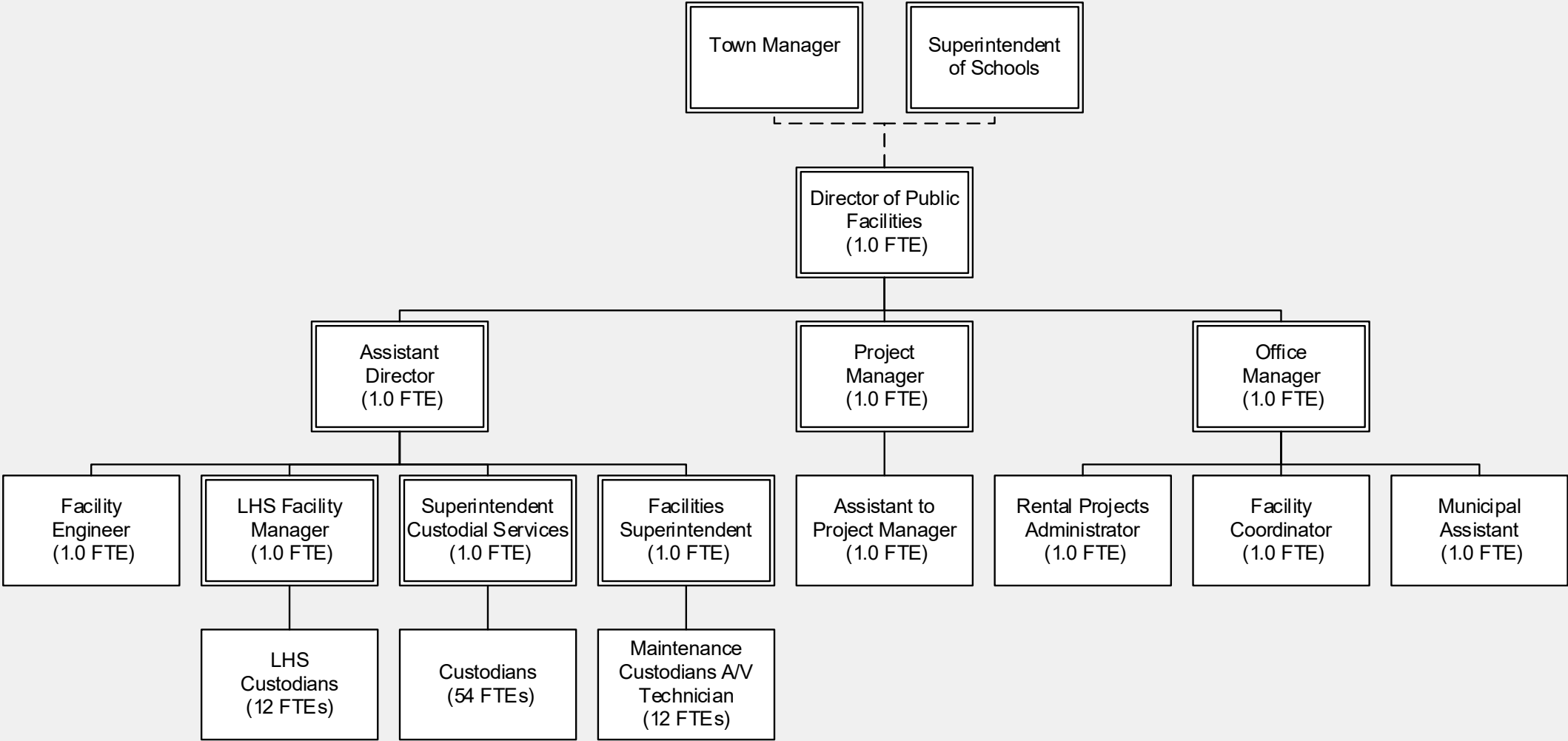


## **Rename LUHD as the “Community Development Department.”**

- Without Public Health in LUHD, the remaining divisions are more accurately represented by “Community Development”

# Facilities

# Current Facilities Staffing



# Facilities Observations

- Director of Public Facilities reports to both Town Manager and School Superintendent
  - Unique in Town
  - Limits performance evaluation input
  - Creates potential for conflict
- Roles of Public Works and Facilities require clarification to enhance efficiency of operations and improve customer service
  - Internal customers not always clear on who does what
  - Crews can show up twice at one site



# Facilities: Recommendations



## **Clarify responsibility for structural and non-structural maintenance between Facilities and Public Works.**

- Facilities staff should be responsible for vertical construction and the repairs and maintenance of the interior and exterior of all physical structures (buildings)
- Public Works should be responsible for all mowing, landscaping, snow removal, and paving
- Public Facilities Department should manage the construction of new structures but should include stakeholder departments in the planning process
- All Town buildings should be “owned” by Facilities once built



## **Change the organization structure so that the Director of Public Facilities reports solely to the Town Manager and establish a formal service level agreement for facilities maintenance at the Schools.**

- Removes potential conflicting priorities
- Creates a consistent focus on goals or performance from one year to the next

# Housing

# Housing Observations

- Housing is an emerging issue for the community and region
- Town has multiple boards and committees associated with housing concerns
- Town has no current staff solely devoted to housing issues



# Housing: Recommendations

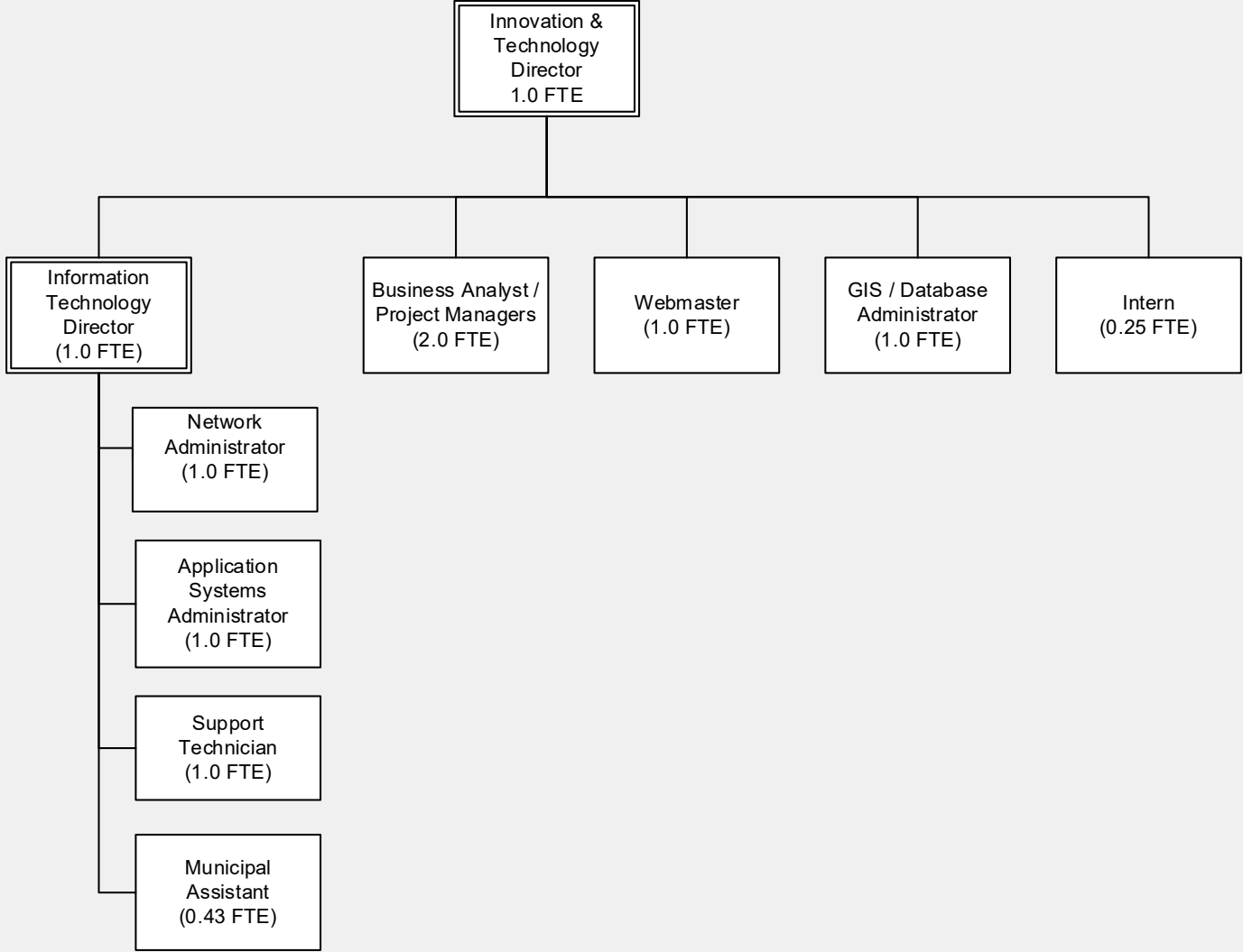


**Create 1.0 FTE Housing position within Planning to focus upon housing issues.**

- Would be Town's regional housing representative
- Can staff housing-related boards and committees

# Information Technology

# Current Information Technology Staffing



# Information Technology Observations

- High level of customer service provided
- Comparisons with other agencies show on high side of staff numbers
- Two staff in department have Director titles, which is confusing
- Informal communication with Lexington Public Schools on IT efforts



# Information Technology: Recommendations



**Eliminate the Town webmaster position through attrition and reassign this function to the Public Information Officer in the Town Manager's Office.**

- Consolidates communication services under the PIO



**Retitle the Information Technology Director position as Assistant Director - Technology Infrastructure.**

- Eliminates confusion of having two "Director" titles in one department
- More clearly aligns title to roles and responsibilities



**Have the Municipal Assistant in the Innovation & Technology Department report to the Innovation & Technology Director.**

- Can better support staff across the Department

# Information Technology: Recommendations (2)



**Formalize information sharing between Town and LPS Technology Departments.**

- Should meet at regular intervals
- Encourages collaboration to enhance efficiency



**Task the Innovation & Technology Director with a review of service provision methods and use of in-house versus contracted providers.**

- Department staffing higher than benchmarked communities
- Assess potential for contracting services

# Finance

# Finance Observations

- Use of Comptroller title is a vestige of a Special Act that creates a dual reporting relationship between the Select Board and Town Manager
  - Some municipalities no longer use the Comptroller title
- Finance staffing levels lean and some processes are not automated



# Finance Recommendations



**Amend Town bylaws to delete Special Act Chapter 777, eliminate use of the Comptroller title, and retitle the position as Finance Director**

- Comptroller duties have been included in Finance Director's job
- Using both titles has the potential for conflict



**Prioritize automating the Town's payroll process**

- Limited staff resources to process payroll
- Automation could save significant time and reduce immediate need to add staff

# Boards and Committees



# Boards and Committees

- Town has over 70 boards and committees, each requiring staff support in some form
- Some boards and committees create their own agendas
  - In a vacuum, they will create work
  - No linkage to a strategic plan or Select Board priorities makes staff focus difficult
- Those staff interviewed report between 10-33% of their time spent supporting boards and committees; large draw on Town staff capacity
  - At 10% (conservative), for just the 13 Senior Management Team (SMT) members, this equals 2,366 hours of staff time or 67 weeks of work, more than 1 FTE
- High demand on staff; often multiple night meetings on top of regular workweek
  - Impact on staff retention and recruitment



# Boards & Committees: Recommendations



**Make streamlining the number of boards and committees a Town priority and consider using outside resources to accomplish this.**

- Town has a considerable number of boards and committees
- Lack of internal staff capacity to conduct the review – should consider contracting



**Provide formal onboarding for new board and committee members.**

- Current onboarding practice vary
- Formal onboarding sets expectations for the role and ensures consistent processes

# Q&A

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