

City of Norwalk
Mayor's Proposed Re-Organization of
City Departments

VISION STATEMENT

TO ALIGN CITY RESOURCES AND EMPLOYEES INTO A MORE RATIONAL & EFFICIENT ORGANIZATIONAL STRUCTURE THAT REPRESENTS THE NEEDS AND FUNCTIONS OF A MODERN CITY.

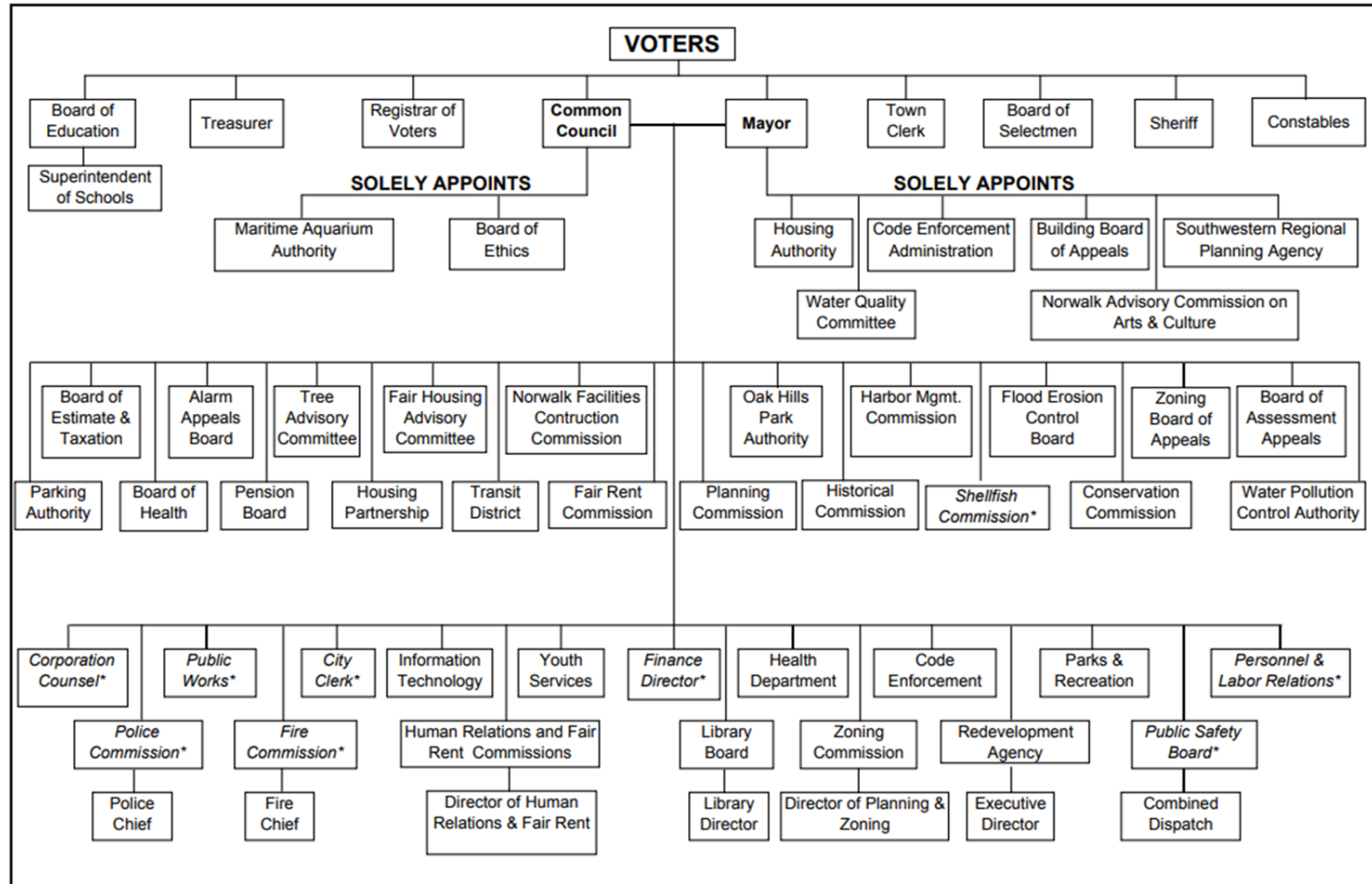
OBJECTIVES:

- MORE EFFICIENT DELIVERY OF SERVICES
- IMPROVED COMMUNICATION AND COORDINATION OF LIKE SERVICES
- FULLER UTILIZATION OF CITY RESOURCES (FACILITIES, EQUIPMENT, EMPLOYEES)
- IMPROVED SPAN OF CONTROL FOR MAYOR AND SENIOR TEAM
- COORDINATED AND EFFICIENT DECISION MAKING ON A FUNCTIONAL BASIS
- CLEAR ACCOUNTABILITY
- BREAK DOWN SILO PROCESSES WHILE GROUPING FUNCTIONS AND SERVICES BY NATURE OF WORK
- IDENTIFY GAPS AND DISCONNECTS IN NEEDED SERVICES

ISSUE AREAS ADDRESSED BY PROPOSED RE-ORGANIZATION

- INCREASED ACCOUNTABILITY
- IMPROVED OPERATIONAL PERFORMANCE IN KEY AREAS:
 - NEIGHBORHOODS & CODE ENFORCEMENT
 - PERMITTING PROCESS
 - TRAFFIC, TRANSPORTATION AND PARKING
 - PUBLIC PROPERTY MAINTENANCE
- ALIGNMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT FUNCTIONS
- ORGANIZED AND INCREASED FOCUS ON COMMUNITY SERVICES:
 - RECREATION ACTIVITIES
 - EARLY CHILDHOOD AND YOUTH
 - HUMAN SERVICES
 - SENIOR SERVICES

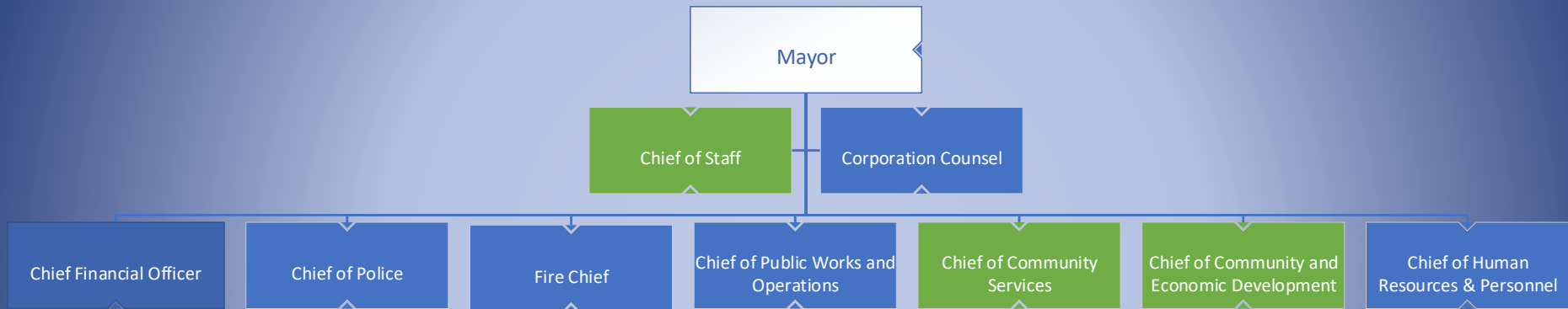
Current Organizational Structure

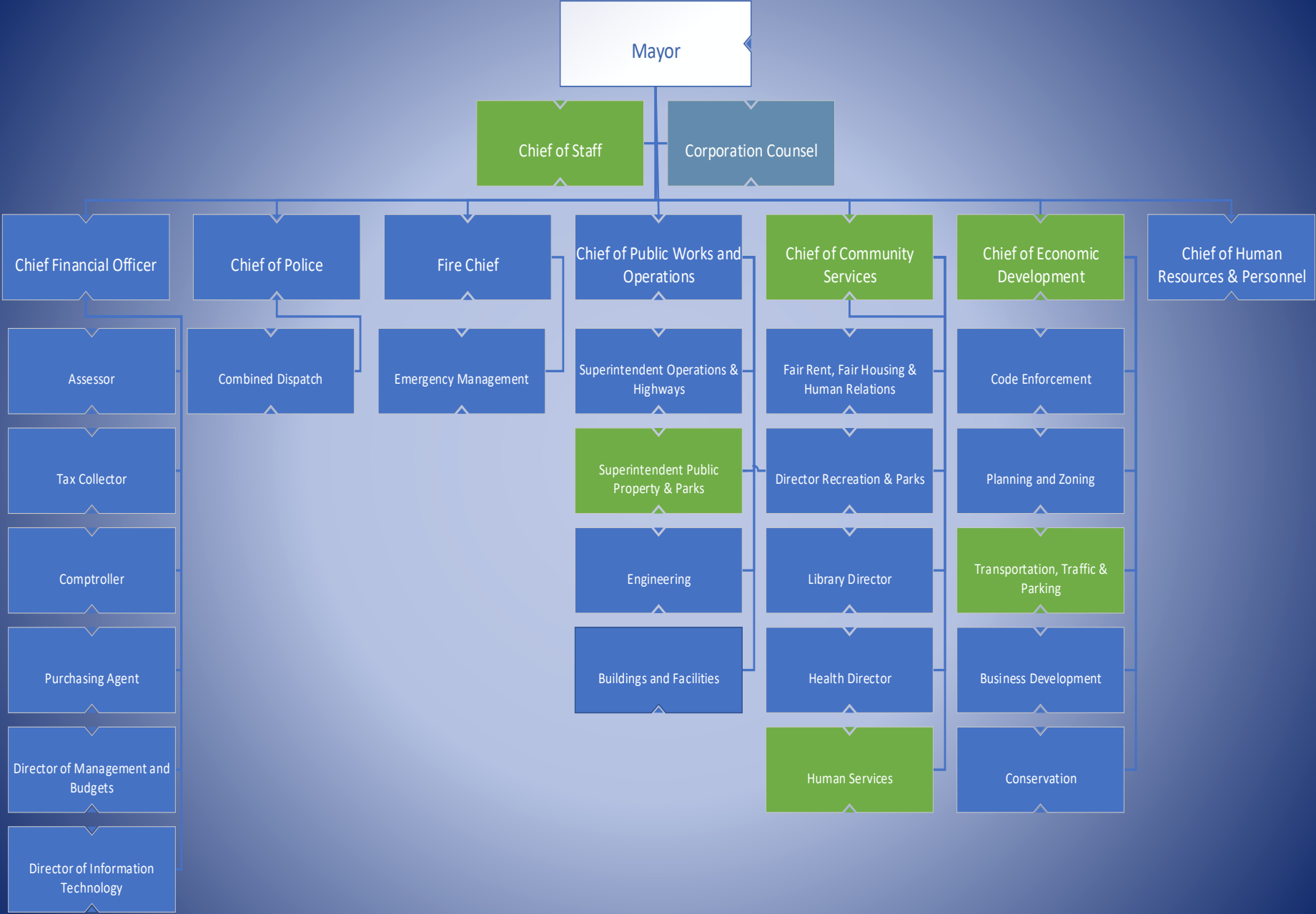


All Boards, Commissions and Department Heads are chosen by the Mayor and require Common Council approval unless otherwise noted

* These Department Heads, Boards and Commissions are solely appointed by the Mayor

Proposed New Structure





Chief Financial Officer

Assessor

Assistant Assessor

Assessment Analyst

Assessment Analyst

Assessment Technician

Assessment Data Technician

Assessment Analyst

Administrative Assessment Tech

Assessment Clerk

Assessment Clerk

Tax Collector

Assistant Tax Collector

Tax Administrative Aide

Delinquent Tax Collector

Supervisor of Data Records

Senior Cashier

Tax Administrative Aide

Cashier Clerk

Comptroller

Principal Accountant

Budget Analyst / Accountant

Payroll & Accounts Payable

Accountant

Account Clerk

Account Clerk

Account Clerk

Administrative Support

Purchasing Agent

Purchasing Officer

Buyer

Administrative Support

Director of Management
and Budgets

Budget Analyst/Internal Auditor

Risk Manager

Executive Secretary

Director of Information
Technology

Manager City Wide Applications

Senior Systems Engineer

Network Engineer

Data Administrator Programmer

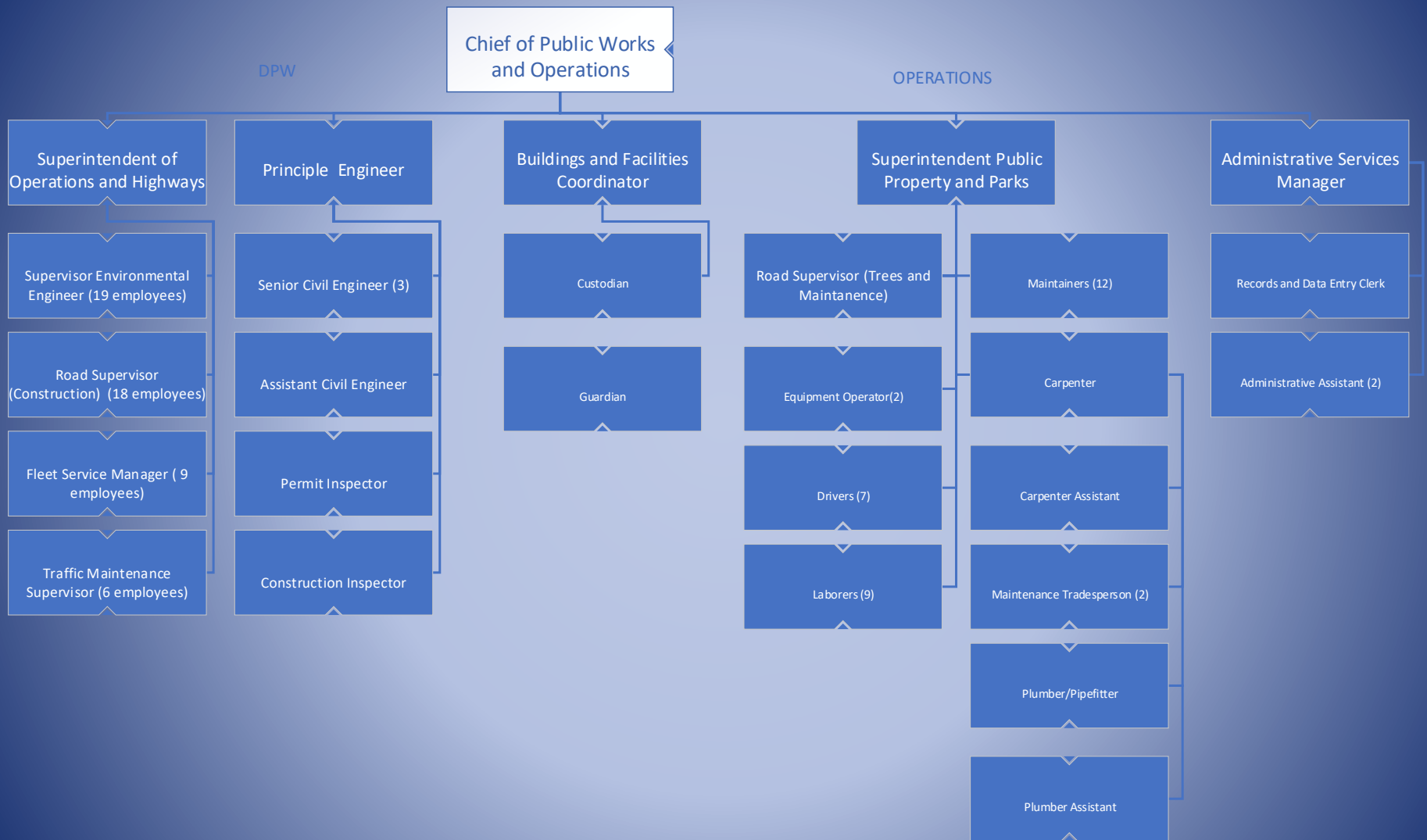
Senior Systems Engineer

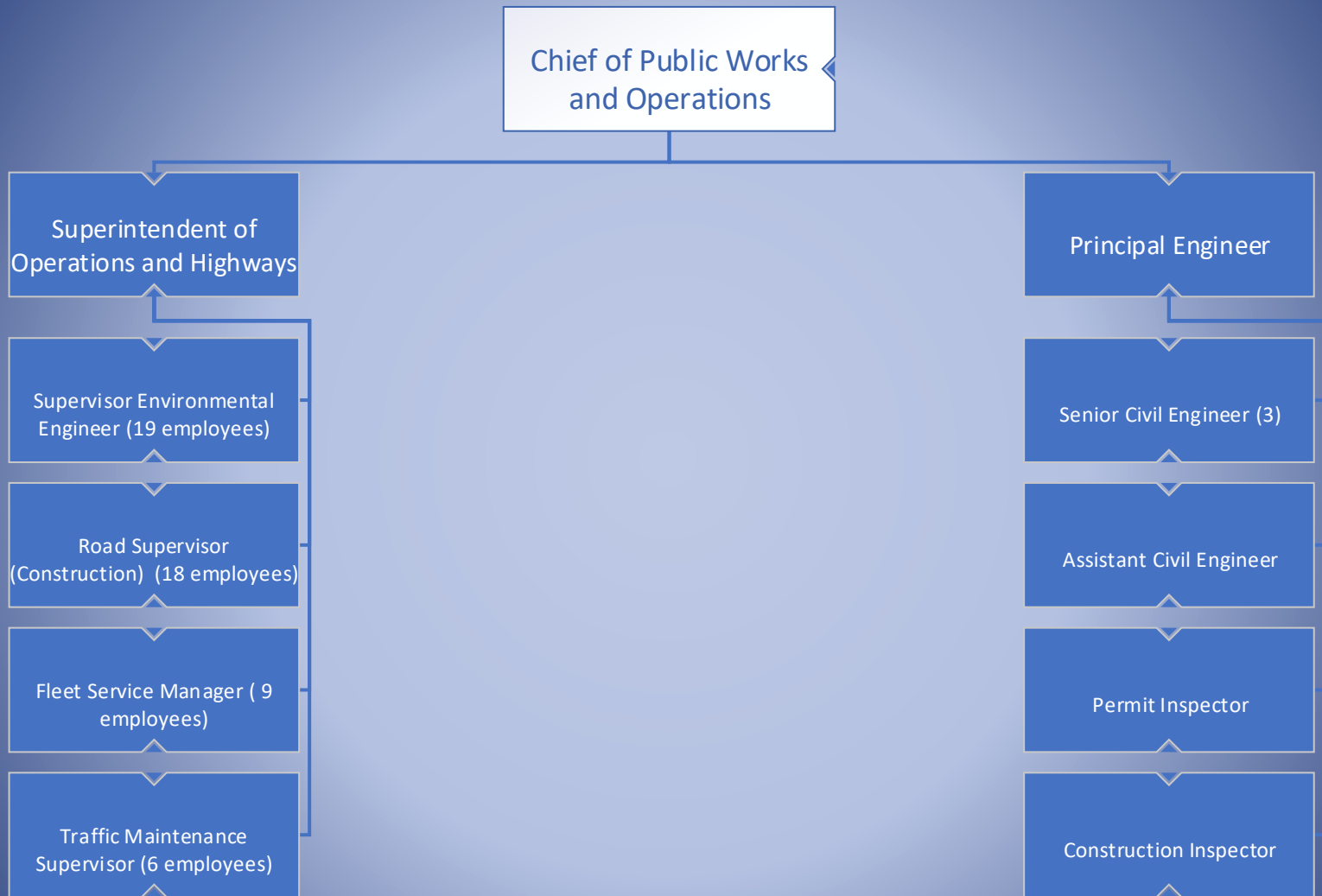
E-Government Coordinator

Network Engineer

Desktop Support Analyst

Desktop Support Technician





Public Works

Chief of Public Works
and Operations

Buildings and Facilities
Coordinator

Superintendent Public
Property and Parks

Director of Recreation and
Parks

Custodian

Road Supervisor (Trees and
Maintenance)

Maintainers (12)

Guardian

Equipment Operator(2)

Carpenter

Drivers (7)

Carpenter Assistant

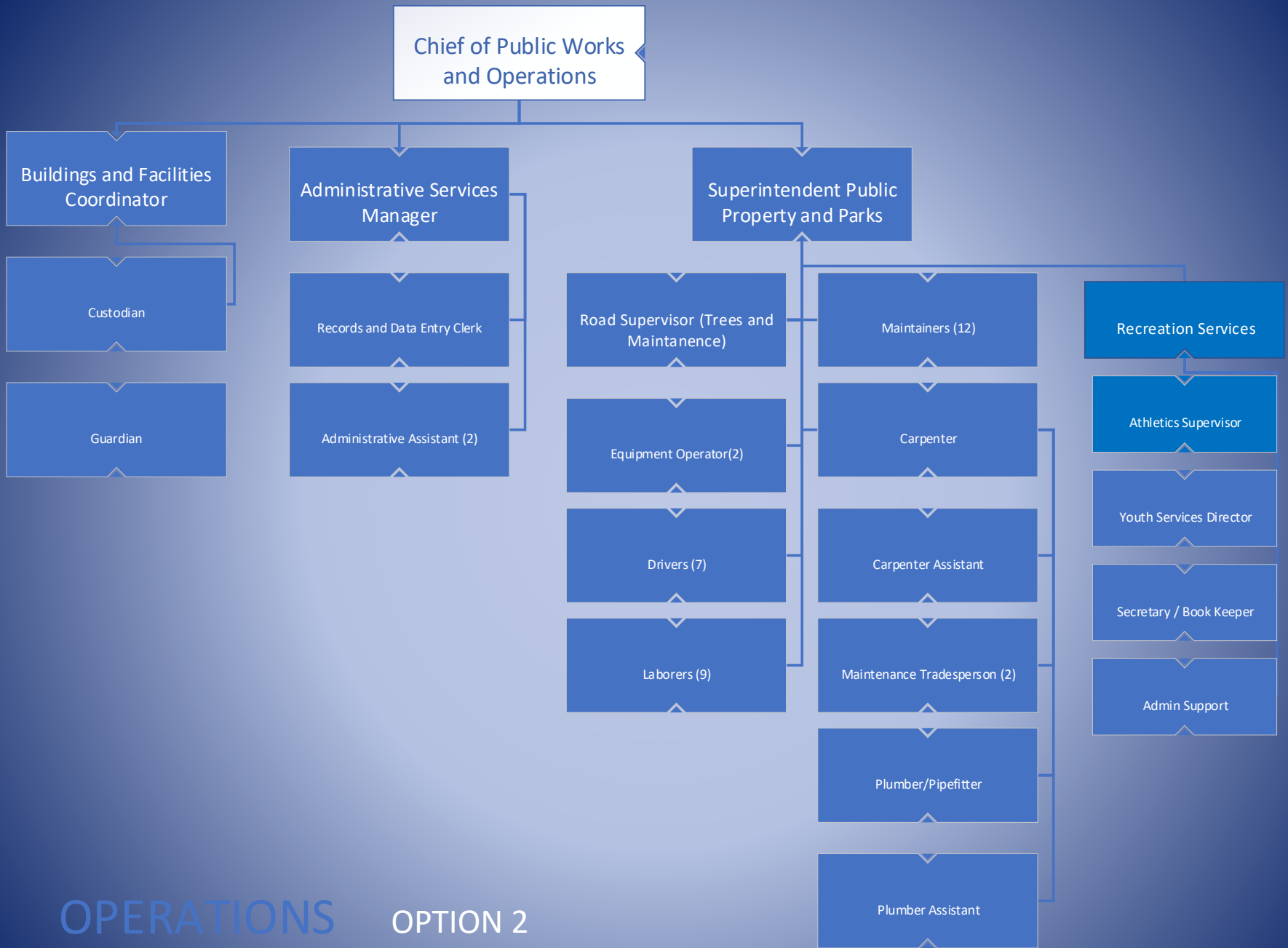
Laborers (9)

Maintenance Tradesperson (2)

Plumber/Pipefitter

Plumber Assistant

OPERATIONS OPTION 1



OPERATIONS

OPTION 2

Chief of Community and
Economic Development

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graph TD; A[Chief of Community and Economic Development] --- B[Code Enforcement  
Chief Building Official]; A --- C[Planning and Zoning]; A --- D[Business Development / Tourism]; A --- E[Transportation, Traffic and Parking];
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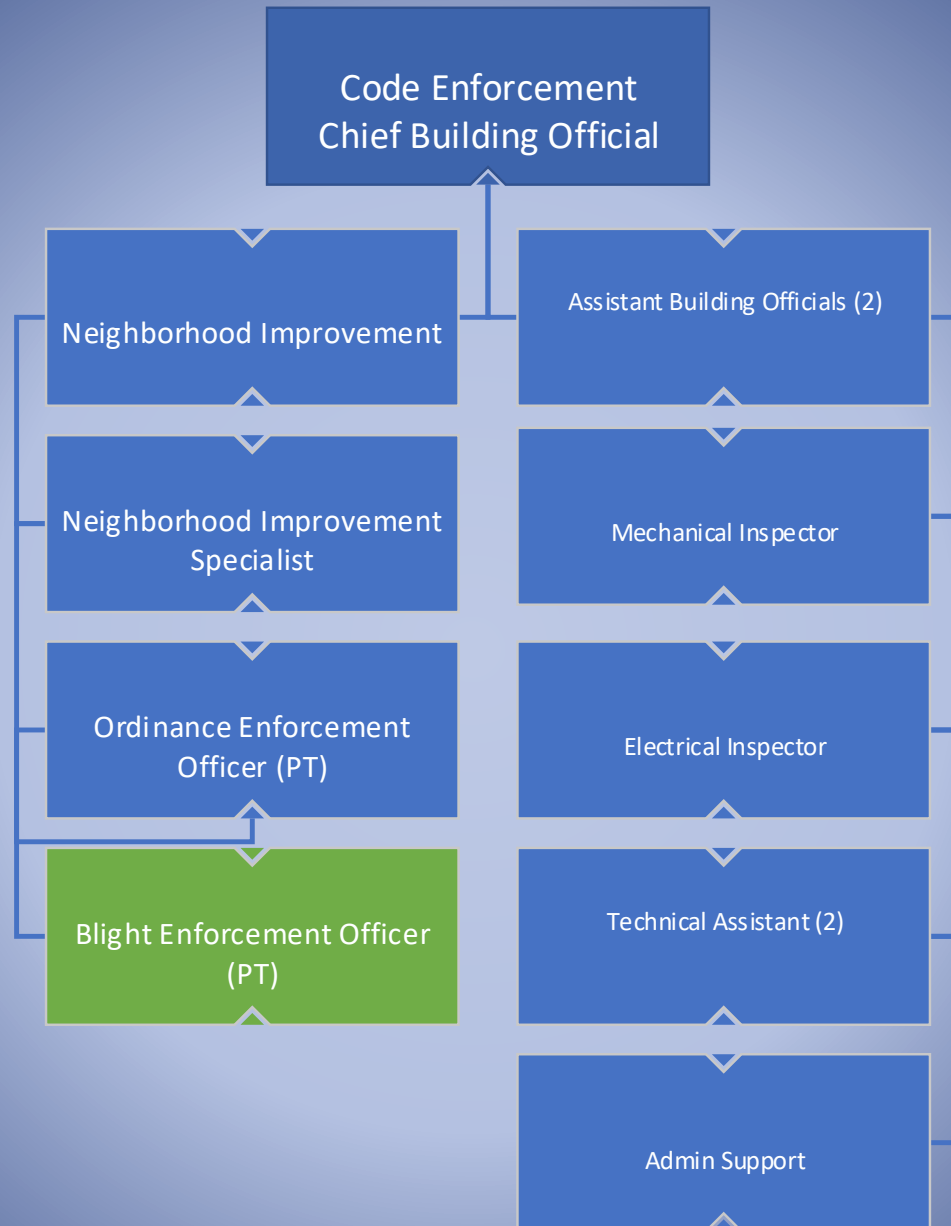
The diagram is an organizational chart. At the top is a green box labeled 'Chief of Community and Economic Development'. A horizontal line extends from the bottom of this box, with four vertical lines connecting it to four boxes below. From left to right, these boxes are: 'Code Enforcement Chief Building Official' (blue), 'Planning and Zoning' (blue), 'Business Development / Tourism' (blue), and 'Transportation, Traffic and Parking' (green). The 'Transportation, Traffic and Parking' box is the only green one in the lower level.

Code Enforcement
Chief Building Official

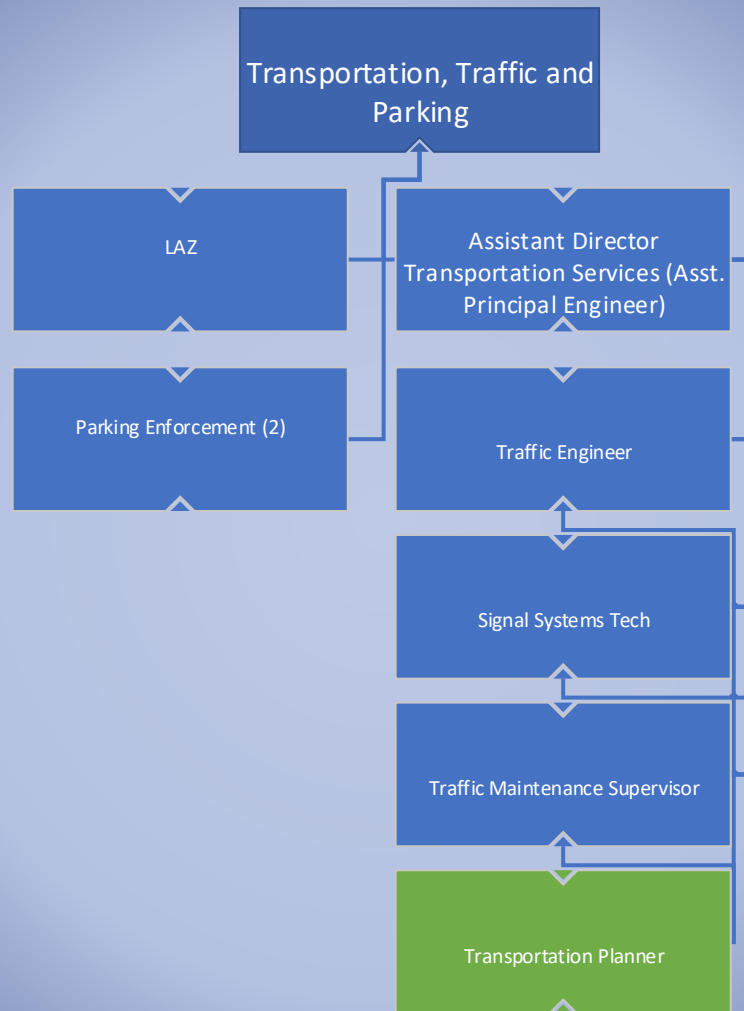
Planning and Zoning

Business Development /
Tourism

Transportation, Traffic and
Parking









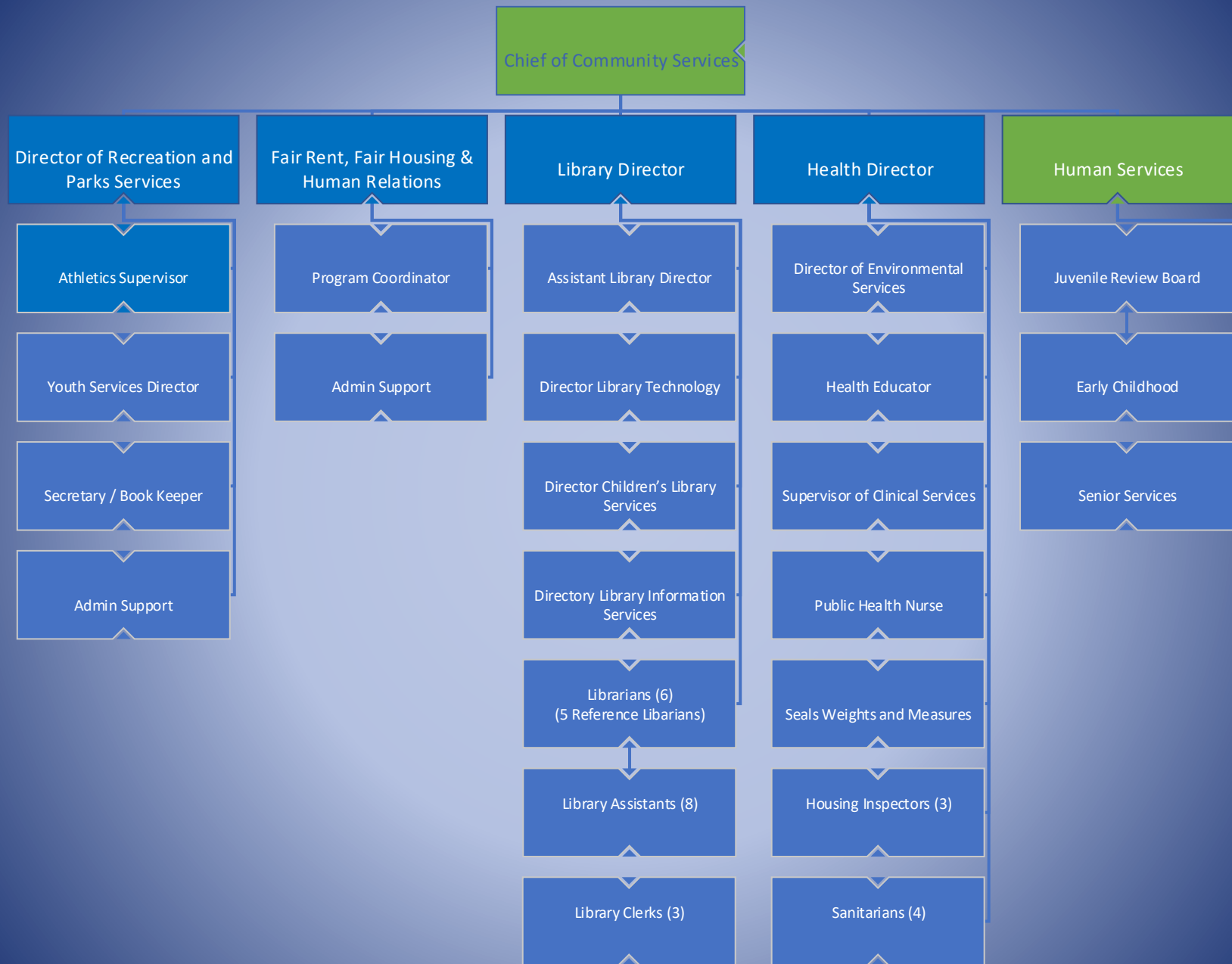
Director of Recreation and
Parks Services

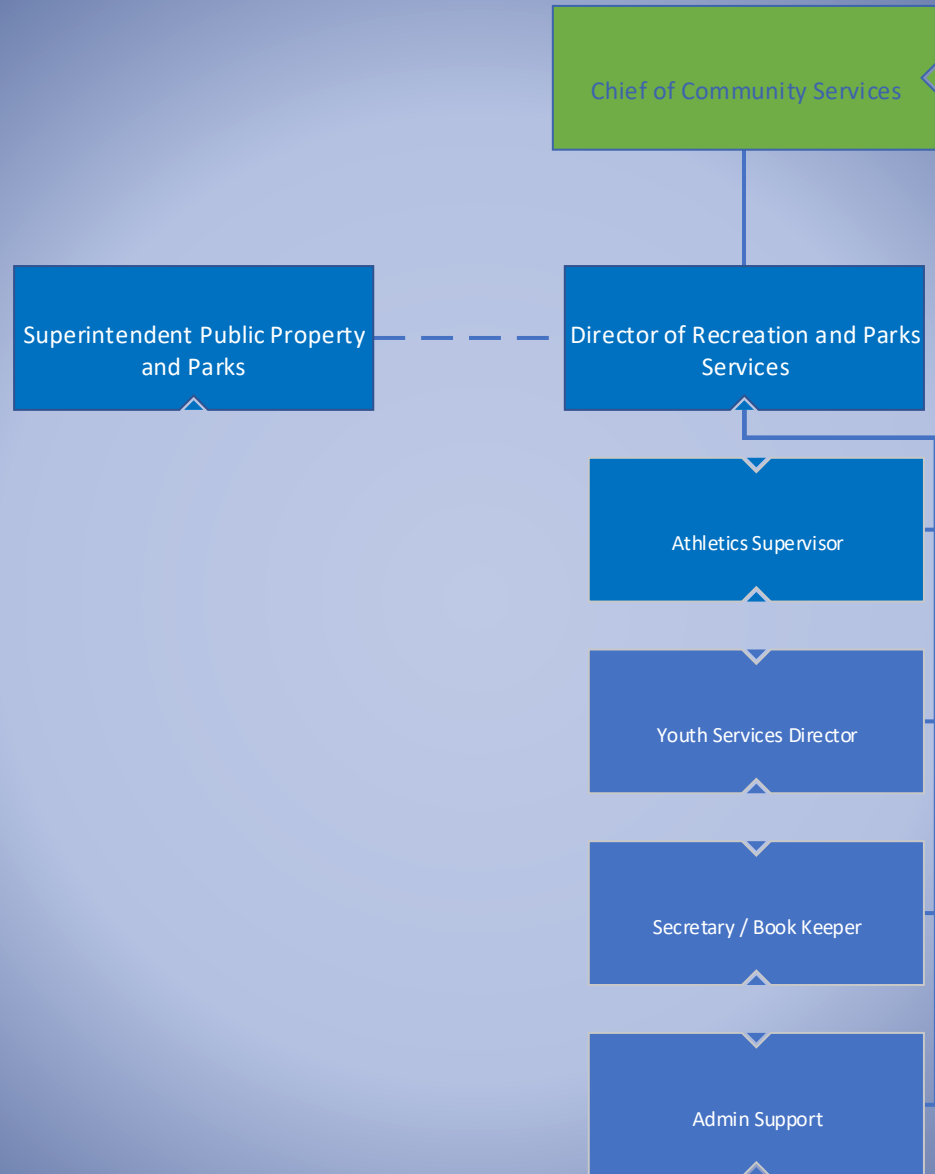
Fair Rent, Fair Housing &
Human Relations

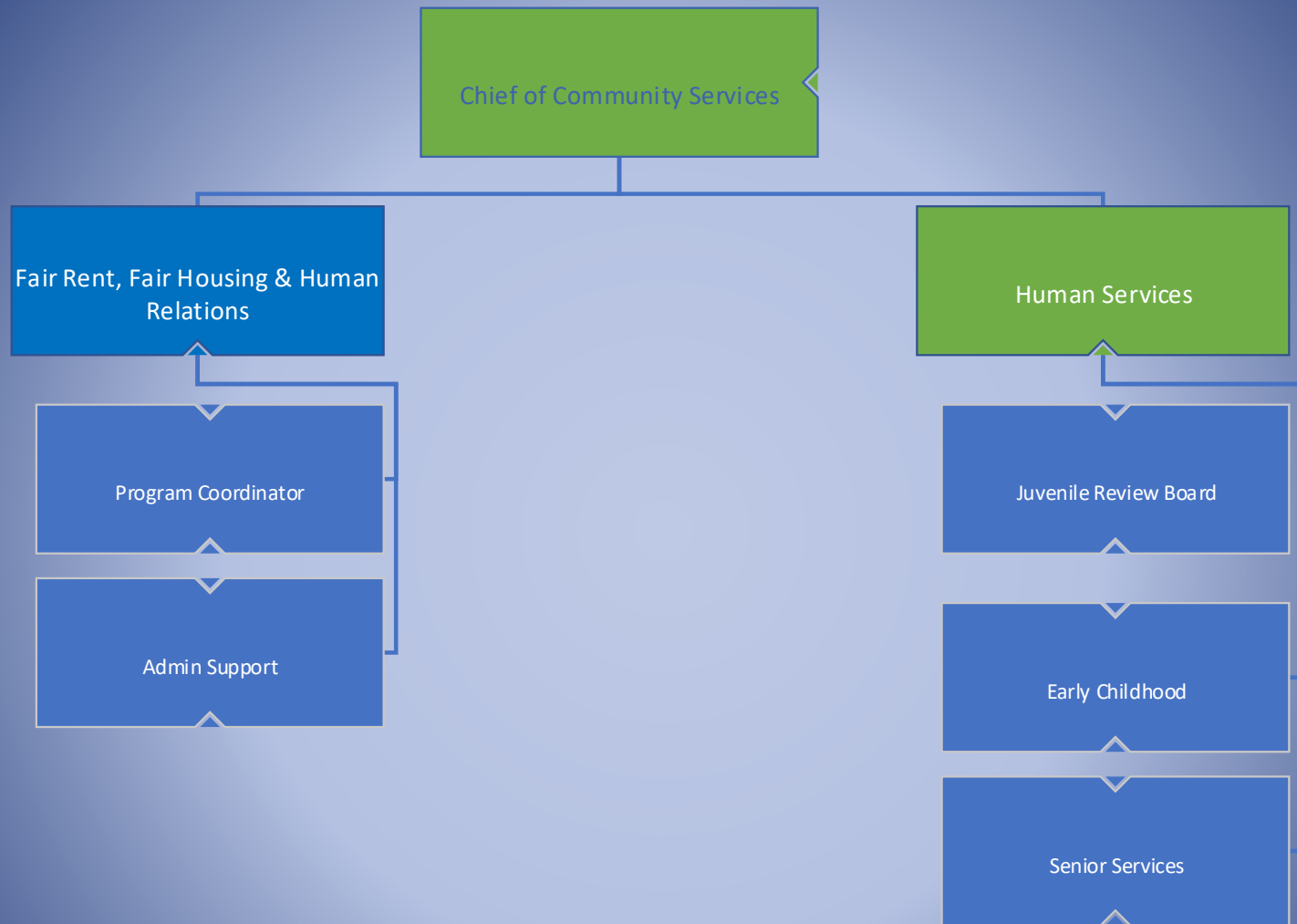
Library Director

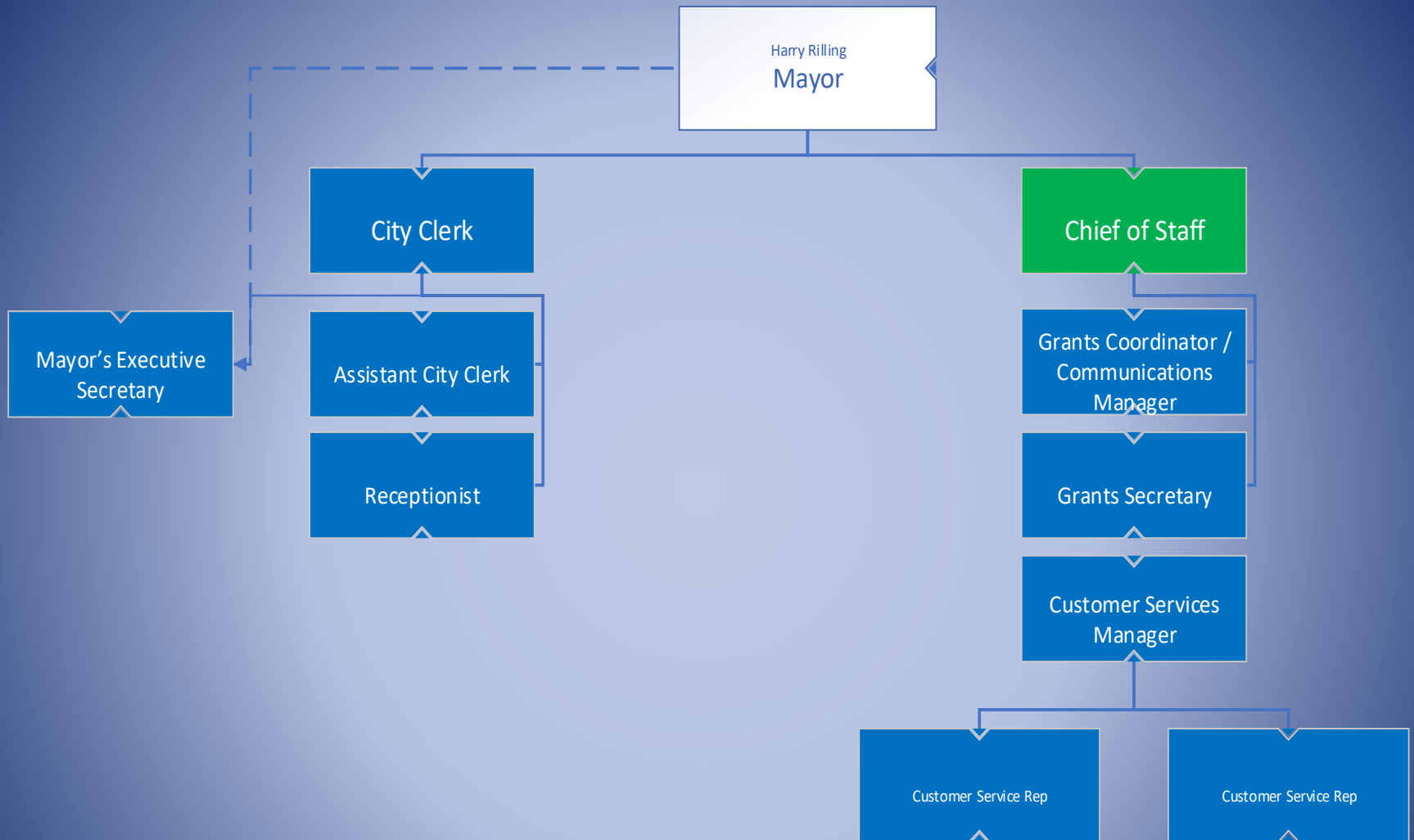
Health Director

Human Services









Positions that need position descriptions revised or created:

REVISED:

- Chief of Public Works and Operations
- Chief of Economic Development
- Superintendent Operations and Highways
- Superintendent Public Property and Parks
- Fair Rent and Human Relations
- Fair Housing
- Administrative Services Manager
- Youth Services Director
- Athletic Supervisor
- Program Coordinator
- Ordinance Enforcement Officer (P/T)

CREATED:

- Chief of Staff
- Chief of Community Services
- Human Services
- Director Transportation, Traffic & Parking
- Blight Enforcement Officer
- Legislative Director
- Transportation Planner
- Senior Services

**CITY OF NORWALK
COMMON COUNCIL AD HOC COMMITTEE
SPECIAL MEETING
MAY 7, 2018**

ATTENDANCE: John Kydes, Chair; Eloisa Melendez; Michael Corsello
Thomas Livingston; Beth Siegelbaum; Doug Hempstead;
Barbara Smyth; Nick Sacchinelli

STAFF: Laoise King, Assistant to the Mayor
Ray Birney, Personnel Director

ROLL CALL

Mr. Kydes called the meeting to order at 7:55PM and called the roll. A quorum was present.

DISCUSSION OF MAYOR'S PROPOSED REORGANIZATION

Ms. King presented the Mayor's proposed reorganization and said that the scope of the proposal relates to the administrative departments of the city, and it does not include boards and commissions nor does it include any authorities. Additionally, Mayor Rilling believes that this can be undertaken primarily by using existing staff and through the course of the work through of this committee will greatly affect what the fiscal impact of the reorganization is, and in no case do they envision it being a significant cost and believe the efficiencies that are created through some of the proposals in terms of operating expenses will lead to a potentially net neutral result.

Ms. King said that the Mayor wanted to undertake this reorganization in an effect to align city resources and employees in a more rational and efficient organizational structure that represents the needs and functions of a modern city. The main objectives are to create a more efficient delivery of services; improved communication and coordination of like services; fuller utilization of city resources; improve the span of control for the Mayor and his senior team; have coordinated and efficient decision making on a functional basis; have clearer accountability to breakdown silos and group functions and services by

nature of work and identity gaps and disconnects in needed services. She said that some of the issues the Mayor believes are addressed by this proposed reorganization which are increase of accountability, improved operational performance in key areas; better align community and economic development functions within the city and have a more organized and increased focus on community services.

Ms. King presented the current organizational structure of the city and said that the Mayor has north of 20 direct reports in the current structure. The proposed new structure would tighten that span of control by creating a limited set of a senior management team. The new model is patterned after the city's Finance Department, grouping departments that do similar work under a senior cabinet-level supervisor who would report to the Mayor. The Police and Fire Departments are not touched, but the equivalent of a chief operating office would be created in a post titled Chief of Public Works and Operations and that department would have the current Public Works functions but would also include operations functions including building and facilities, and a new position which is Superintendent of Public & Property and Parks. The next area would be a new position Chief of Community Services and under that would include Fair Rent, Fair Housing and Human Relations, Director of Recreation & Parks, Library Director, Health Director and a new department called Human Services. The final grouping would be Chief of Community and Economic Development and under that department would be Code Enforcement, Planning and Zoning and a new department called Transportation, Traffic and Parking and they would be moved from DPW to have more of a plan and focus and will also include a business development officer for the Conservation Department.

Ms. King said the only change to the DPW Superintendent of Operations and Highways position would be to remove the supervision of mowing and trees to create efficiencies, she said, explaining that, currently, the superintendent of parks is responsible for trees and parks on city parkland but DPW is responsible for trees and grass cutting on city property that is not on a park. That leads us to having two tree crews, the primary tree equipment is housed in DPW and the parks department often has to hire outside help to deal with all of their tree work. The engineering department would stay the same as well as building facilities and administrative services.

Ms. King presented two options and said in option one The Recreation and Parks director would answer to the Superintendent of Public Property and Parks, with the Recreation and Park director able to focus on improving and beefing up our recreation activities, while option two would put the entire Recreation and Parks Department under the Chief of Public Works and Operations.

Ms. King said the Chief of Community and Economic Development would bring together all of the departments that work on neighborhoods and economic development under one

Supervisor as this would increase communication and cooperation between these departments to make the process easier for people coming to get permits.

Ms. King said the next big change would be to create a neighborhood improvements department under Code Enforcement, and it would bring together the different Code Enforcement functions of the city under one supervisor, and it will also bring over the neighborhood improvement specialist and funds that are currently being paid for the city and housed in Redevelopment. It brings the resources that the city has to spend on neighborhood improvements and puts it together with the officials that are responsible for identifying problems and needs in the community. We think this is a much more efficient way to handle blight and code enforcement in the city. It also better connects the resources that we have to help neighborhoods improve. The Ordinance enforcement is currently in DPW, while blight enforcement is in the Building Department and this would be creating a part-time blight enforcement officer to enable us to increase our blight enforcement activities. No changes are proposed for the Planning & Zoning Department.

Ms. King said transportation, traffic and parking are currently housed under the Department of Public Works and the idea is to move into a more modern age of how we think about transportation, traffic and parking and ensure the decisions that are being made about how we get around, and how we design our transportation systems is related to community and economic development. The DPW engineers who currently oversee these issues know what they are doing but they don't necessarily have an appreciation for the vision of where the city is going. This would be creating a new department and moving the functions out from under DPW and moving them over to community and economic development.

Ms. King said the final major section would be to create a Chief of Community Services and the city provides a lot of community services but they are spread out across the city and they are not always working together or presented in a cohesive way. The Director of Recreation and Parks would be under the Chief of Community Services, and Youth Services would go under Recreation and Parks. We have a lot of youth programs that are happening in the city that are disbursed through different departments for example the Mayor's Summer Youth Employment Program is under Human Relations and Fair Rent, and, she does know how it landed there but that doesn't necessarily make too much sense. We are suggesting moving the position that is currently Human Relations and Fair Rent to the Chief of Community Services. The other new proposed new department is Human Services and that department would oversee other programs and activities that are being done throughout the city that are not necessarily coordinated in a rational way with any other department. The city invests quite a bit of money in senior services through the senior center and other funds and since a huge piece of the city budget is going to that we feel that there should be some oversight and connection to the other things that the city is doing. We are not necessarily suggesting adding a new position but maybe start to

consider the senior center as part of the city so that there is more communication and reporting in a place where so much of our budget is going.

Ms. King said the final proposal is in the Mayor's office and to bring her title to Chief of Staff and it is a better title for what she is doing and the only other major change would be to move Customer service out of DPW to the Mayor's Office. While DPW does a great job managing Customer Service but the inquiry and complaints they receive impact every department, so it is very important that the city's chief elected official would be exposed to complaints and concerns as they come in, to have their finger on the pulse of what is important to citizens, what is going well and what is not going well.

Ms. King said the legal department has said the proposed changes are not a conflict with the city charter, and there's also a need to be mindful of labor and union issues that may arise.

In closing she said that this is the Mayors first proposal for his best efforts to attempt to make the city more efficient and to best use the resources that we have.

Mr. Kydes thanked Ms. King for the proposal and said the next step will be to gather quite a bit more information including the financials, and it is up to this committee to adopt this as a whole, adopt some of it or none of it at all. Mr. Hempstead asked who their requests for additional information will funnel through. Mr. Birney said he would be the contact. Mr. Kydes said that he would also like to meet with the department heads. Ms. Melendez said it is important to get the feedback on what the cultural is like at City Hall and what the changes mean. Mr. Livingston said he thinks we need a process where every department head comes to us, but also the rank and file.

Mr. Hempstead said with the new positions we need to understand what the general job description is for the position, the salary range and the salary structure of the employees that will be moved around. He would also like something from the law department explaining what ordinances would need to be created or changed, as well as where this proposed structure and what other cities and or agencies it was compared to if any. Mr. Igneri said that he thinks that should be the first step should be is to check with the law department prior to looking at job descriptions and financials. He also suggested meeting with departments heads of each of the committees to get their feedback. Mr. Hempstead pointed out that there was nothing in the new structure to provide more support for the Council. Ms. King said that the proposed reorganization only pertains to the administrative departments of the city. Mr. Sacchinelli asked if an outside agency had reviewed the proposal to be sure this proposal is truly optimizing the city. Ms. King said that no one had been hired, as internal resources were used to examine what other cities have done both inside and outside of Connecticut. Mr. Burnett pointed out that the

budgets have been completed and while the bottom line might remain the same under the proposal, changes might need to be made. Mr. Kydes said moving forward the financials are top priority, and suggested creating of list of the department heads that we would like at the next meeting. He said that there are eight department heads that will be affected by this proposal and suggested meeting with four each time. Ms. King said that Mr. Barron is out of town but has set aside time Thursday to compile information. She also said that there are so many variables depending on which direction the committee decides to go, and it is hard to put a number without having direction but the calculations they have done have come in very low and none have a significant budgetary impact. Mr. Sacchinelli asked if any positions will be completely displaced. Ms. King said that will be up to the committee and should be discussed in executive session. Mr. Ignneri asked that the legal optional be forwarded to the committee members prior to the next meeting so that they can review.

Mr. Burnett asked what the time line of the proposed reorganization is. Ms. King said it would be nice to make the changes by July 1st when the new budget kicks in. Mr. Kydes said that this is a big deal and we can't rush it, but I understand July 1st being the new budget cycle, but we have to do it right. Mr. Ignneri said this is a big job and that many people say the city is inefficient and we are being presented with opportunity to correct some of those inefficiencies and maybe create a faster way of getting things done in the city. It would be a pleasure for a lot of people and he thinks we should look at it that and not look at it as a burden right now.

ADJOURNMENT

**** MR. HEMPSTEAD MOVED TO ADJOURN**

**** MOTION PASSED UNANIMOUSLY**

The meeting adjourned at 8:45 PM

Respectfully submitted,

Dilene Byrd

Telesco Secretarial Services