

Town of Auburn, Massachusetts

Julie A. Jacobson
Town Manager



April 4, 2011

Board of Selectmen
Town of Auburn
102 Central Street
Auburn, MA 01501

Re: 2011 Charter Reorganization Plan

Dear Members of the Board of Selectmen:

As authorized by Section 3.06(b) of Chapter 8 of the Acts of 2009, (Town Charter), I hereby submit this message and attached Reorganization Plan for the Town of Auburn. Presently, the Town has 25 separate agencies in the Executive Branch. The proliferation of town agencies in a decentralized structure creates inefficiencies and competing resources, and makes it extremely challenging for the Town Manager to exercise effective supervision and coordination of resources and goals (see Chart #1).

Under the 2011 Reorganization Plan the 25 agencies shall be consolidated into 9 departments, effective May 19, 2011, subject to your approval, reporting directly to the Town Manager. The new departments shall be Development and Inspection Services, Public Works, Finance, Human Resources, Public Services, Information Technology, Police, Fire, and Law. (see Chart #2). Within those 9 departments, the various agencies are being consolidated and established as divisions within the 9 departments. I am also enclosing the individual department organizational charts (see Chart #3).

By this Reorganization, I expect there will be greater efficiency, accountability and transparency in the operations of the Executive Branch of the Town of Auburn. While I have dedicated extensive time and effort into developing this plan since taking office at the end of January, I expect that there will be further refinements in our organization after the implementation of this plan. It is a priority to develop and secure approval for this Reorganization Plan due to changes in the Charter as amended in 2009 that will take place in

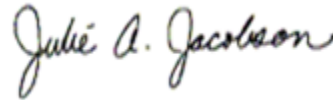
May of this year and since the current structure of government was not established under a Town Manager form of government. In order to avoid additional costs to the Town, I shall serve for fiscal year 2012 as the Director of Public Services and the Director of Human Resources. The Assistant Town Manager shall continue to serve as the Town Accountant and will be the Chief Financial Officer, pending Board of Selectmen approval of this appointment. Should resources become available during FY' 12, I would seek to fill the position of Human Resources Director with the Board of Selectmen's approval.

The Reorganization Plan does not apply to the Town Clerk's Office, or agencies under the jurisdiction of the Board of Selectmen.

I am pleased to present this reorganization plan to the Board of Selectmen and respectfully request your approval of the plan. The Plan represents a thorough evaluation of the current organizational structure, an analysis of the priorities of town government, and a thoughtful process to determine how to maximize resources to provide the best level of services to the community.

If this Plan is approved by the Board of Selectmen, I shall submit the required changes in the budget to reflect the Reorganization Plan.

Sincerely yours,



Julie A. Jacobson

Town Manager

ATTACHMENTS (Charts 1, 2 and 3)

cc: Assistant Town Manager

Town Clerk

**TOWN OF AUBURN
REORGANIZATION PLAN**

PREAMBLE

1. Pursuant to the authority vested in me as Town Manager of Auburn by the Town Charter (Chapter 8 of the Acts of 2009), I hereby promulgate the following Reorganization Plan Number 1, dated April 4, 20011, to be effective May 19, 2011, subject to the approval of the Board of Selectmen of Auburn.

2. In the implementation of this Reorganization Plan, the Department of Development and Inspectional Services shall succeed to the powers, duties, contracts, property, responsibilities, books and records and equipment of the Planning, Building Inspection, Public Health, Waste/Recycling and Animal Control and Inspection agencies. All of their employees shall be transferred to the Department of Development and Inspectional Services on May 19, 2011.

The Department of Development and Inspectional Services shall be the successor in interest of the former agencies listed above in Paragraph 2.

3. In the implementation of this Reorganization Plan, the Department of Public Works shall succeed to the powers, duties, contracts, property, responsibilities, books and records and equipment of the Parks, Recreation, Cemetery, Highway, Sewer, and Engineering agencies. All of their employees shall be transferred to the Department of Public Works on May 19, 2011.

The Department of Public Works shall be the successor in interest of the former agencies listed above in Paragraph 3.

4. In the implementation of this Reorganization Plan, the Finance Department shall succeed to the powers, duties, contracts, property, responsibilities, books and records and equipment of the Accounting, Assessing, Treasury, and Collection agencies. All of their employees shall be transferred to the Finance Department on May 19, 2011.

The Finance Department shall be the successor in interest of the former agencies listed above in Paragraph 4.

5. In the implementation of this Reorganization Plan, the Department of Public Services shall succeed to the powers, duties, contracts, property, responsibilities, books and records and equipment of the Senior Center/Elder Affairs, Cable and Community Television, and Veteran's agencies, and the Library (to the extent permitted by law). All of their employees shall be transferred to the Department of Public Services on May 19, 2011.¹

The Department of Public Services shall be the successor in interest of the former agencies² listed above in Paragraph 5.

6. Nothing in this implementation of this Reorganization Plan shall impair the contractual obligations of the Town or the validity of any regulatory action by the Town.

7. The Town Manager shall be authorized to take such action as may be necessary to carry out the implementation of the Reorganization Plan, including resolving any disputes in the implementation process.

8. Nothing in this Reorganization Plan shall impair the collective bargaining agreements of the Town or change the scope of the collective bargaining units of the Town.

¹ Library employees to the extent permitted by law.

² For the Library, to the extent permitted by law.

9. This Reorganization Plan shall go into effect on May 19, 2011, subject to the prior approval of the Board of Selectmen.

Promulgated in Auburn, Massachusetts

By:

Julie A. Jacobson
Julie A. Jacobson
Town Manager

DATE:

April 4, 2011

Attest.

Ellen C. Haboumy
Town Clerk

Date:

April 4, 2011



TOWN OF AUBURN

CHARTER REORGANIZATION PLAN

OF 2011

April 4, 2011

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Chapter 1. Executive Office of the Town Manager

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- §5. Duties and Responsibilities of Personnel Assigned to the Office
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§1 Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager, a department of the Town to be known as the Executive Office of the Town Manager.

§2 Function

It shall be the function of the Office to assist and support the Town Manager in the exercise of her executive and administrative authority and responsibilities vested in the Town Manager by the Town Charter and law, and to provide the organizational, budgetary and administrative support for the personnel, assigned as the immediate staff of the Town Manager, for the property, real and personal placed under the care, custody and control of the Town Manager as well as for such other activities, personnel and property not specifically assigned to another Town agency, department or division.

§3 Head of the Office

The Office shall be headed by the Town Manager. The Town Manager may assign, in whole or in part, the duties and responsibilities of the head of the Office of Town Manager to such other person as the Town Manager so chooses and who shall perform such duties and responsibilities at the pleasure of the Town Manager.

§4 Authorized Positions

- (a) Authorized Positions. The Office shall consist of the Town Manager and the Assistant Town Manager, and such other personnel authorized by the annual Town budget, as the same may be amended from time to time.

- (b) Appointment of Personnel. Each position in the Office shall be filled by appointment of the Town Manager and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§5 Duties and Responsibilities of Personnel Assigned to the Office

In order to respond to the needs of the Town and the demands of the Office of Town Manager, the Town Manager may assign duties and responsibilities to the personnel assigned to the Office as the Town Manager deems in the best interests of the Town and the individuals assigned to the Office may perform such tasks and functions as may be requested by the Town Manager as follows:

- (1) assist the Town Manager in the performance of the duties and responsibilities of the Office of the Town Manager;
- (2) may manage programs or operations placed under their responsibility by the Town Manager in accordance with the policies and requirements of the Town Manager, Chief Financial Officer and the Town Accountant;
- (3) may supervise the personnel assigned to them by assigning tasks and establishing work priorities, deadlines and work schedules for such employees; evaluate the performance of such employees in the Office, recommend promotions, honors and discipline when so warranted;
- (4) may administer contracts concerning matters under the responsibility of the Office and payable from funds appropriated to the Office;
- (5) keep the Town Manager informed of all their activities, operations, programs, services, personnel, expenditures and receipts;
- (6) ensure that all their actions are taken in accordance with all applicable laws, by-laws, regulations, contractual obligations, Town executive orders and policies (including the financial procedures established by the Town Accountant) and the directives of the Town Manager;
- (7) make recommendations to the Town Manager on changing or initiating any policy, operation, program or service to the public;
- (8) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager; and,
- (9) maintain any personal or real property assigned to them by the Town Manager.

§6 Personal Rules and Regulations

The Town Manager may promulgate personnel rules, regulations and policies for the Town.

§7 Declaration of Emergencies

- (a) Whenever any natural disaster, heavy snow or ice storm, drought, or fire, or chemical, biological and nuclear accident or attack, or riot, mob or other act of lawlessness or civil disorder, endangers the health, safety and good order of persons or property within the Town, the Town Manager may declare a state of emergency. Any such declaration shall state the reasons for its issuance, the geographic area governed, what property or types of property may be appropriated to respond to the specified emergency and the extent to which lawful activity shall be prohibited or impaired.

The Town Manager shall, as soon as practicable transmit any such declaration to the Town Clerk. The Board of Selectmen may, by 4/5's vote, repeal, rescind or modify any such declaration.

- (b) During any state of emergency as described herein, the Town Manager, may, within the limits of the amount appropriated therefore, appoint such experts, clerks, assistants, and such personnel as the work of the Town may require, and she may remove them. The Town Manager shall have the authority to appoint district coordinators as may be required. The Town Manager may make such expenditures within the appropriation therefore, or from any funds available to her, as may be necessary to execute effectively the purpose of Chapter 639, Acts of 1950, or any other applicable law. The Town Manager may take command of any or all motor vehicles and other mechanical means of transportation, and all equipment related thereto, owned or controlled by the Town or any of its departments, boards, commissions and agencies, for the duration of the state of emergency and deem such vehicles emergency vehicles. All Town employees in possession of such vehicles and equipment shall comply with the directives of the Town Manager regarding the use of such vehicle.
- (c) The Town Manager on behalf of the Town shall have the authority to receive on behalf of the Town, services, equipment, supplies, material or funds by way of gift, grant or loan, for purposes of civil defense, ordered by the Federal or State government, or any agency or office thereof, or any person, firm or corporation, subject to the terms of the offer and the rules and regulations, if any, of the agency or entity making the offer.
- (d) All references to Chapter 639, Acts of 1950, shall be applicable to act or acts in amendment or continuation of or substitution for Chapter 639. Nothing in this chapter shall be deemed to limit or otherwise abridge the emergency powers or direction and control over emergency management or civil defense vested in the Town Manager by virtue of the Charter, any statute or the common law.

§8 Administrative and Operational Rules and Regulations

The Town Manager may promulgate rules and regulations on the administration and operation of agencies in the Executive Branch of Government. If she does issue such rules and regulations, a copy thereof shall be filed with the Town Clerk. The Town Manager may also issue executive orders to the agencies under her jurisdiction.

Chapter 2, Department of Development and Inspectional Services

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Duties and Responsibilities of the Director
- §5. Authorized Positions; Appointment of Personnel
- §6. Organization of Department
- §7. Duties and Responsibilities of Division Heads
- §8. Public Health Division
 - §8a. Animal Control Unit
 - §8b. Solid Waste/Recycling Unit
- §9. Building Inspections Division
 - §9a. Weights and Measures Unit
 - §9b. Gas/Plumbing Unit
 - §9c. Wiring Unit
- §10. Planning Division

Related Boards and Commissions:

- §11. Planning Board
- §12. Historical Commission
- §13. Conservation Commission
- §14. Board of Health

§1 Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Department of Development and Inspectional Services.

§2 Function

It shall be the function of the Department to manage and operate the economic development and regulatory service functions of the Town and to provide services relating to the state building code, the zoning by-laws, the architectural access code, the state sanitary code, and

all other laws, codes and regulations and by-laws relating to health, the environment and human safety.

§3 Head of the Department

Department Head. The Department shall be headed by the Director of Development and Inspectional Services who shall be appointed by the Town Manager, subject to confirmation by the Board of Selectmen. The Director shall serve at the pleasure of the Town Manager.

§4 Duties and Responsibilities of the Department Director

- (1) The Director shall have management responsibility and general supervision over the functions, programs, services, operations, activities and facilities of the Department;
- (2) The Director shall perform the following duties and responsibilities:
 - (a)supervise the personnel in the Department and assign tasks and establish priorities, deadlines and work schedules; approve requests for vacation leave and other leave; train employees in the specialized tasks of the Department; evaluate the performance of individual employees in the Department, recommend promotions and honors, and discipline personnel at any level up to and including suspensions for no more than five working days;
 - (b)keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with information developed by the Department which would have a material impact on the financial condition of the Town;
 - (c)coordinate with the Town Manager prior to changing any existing policy or initiating any new program or service within the Department;
 - (d)prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
 - (e)perform such other tasks and functions as may be requested by the Town Manager
 - (f)ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the financial procedures established by the Town Manager and the Town Accountant, the Charter, the Constitutions and laws of the Commonwealth and the United States of America;
 - (g)have care, custody and control of the property, including real property and personal property, as has been, or may be, allocated under law;

(h)determine the priorities of the Department and to prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;

(i)prepare, monitor and administer the budget for the Department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issued by the Town Manager;

(j)prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager;

(k)perform related duties as assigned by the Town Manager.

§5 Authorized Positions

Table of Authorized Positions. The Department shall consist of Director, Assistant Director, and such other positions as authorized in the annual Town budget, as the same may be amended from time to time.

Appointment of Personnel. Each position in the Department shall be filled by appointment of the Town Manager and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§6 Organization of Department

Divisions. The Department shall be organized into the following divisions for the following purposes:

Public Health Division. To provide inspections, education and enforcement of all laws, codes, regulations, and by-laws relating to human health and safety.

Building Inspections Division. To provide information, assistance and enforcement of building, housing, and architectural access codes, laws, by-laws and regulations.

Planning Division. To provide the Town with master planning, neighborhood planning and analysis, and to administer, advise and assist the Planning Board, Zoning Board of Appeals, Conservation Commission and Historical Commission in the performance of their public responsibilities.

§7 Duties and Responsibilities of Division Heads. The head of each division shall also have the duty and responsibility to:

(1)administer their Division;

(2)assist the Director in the performance of the duties and responsibilities of the Department and perform such other duties as may be assigned or requested by the Director or otherwise prescribed by law;

(3)administer the budget for the Division in accordance with the policies and requirements of the Town Manager, Chief Financial Officer, and Town Accountant.

(4)supervise the personnel assigned to the Division by assigning tasks and establishing work priorities, deadlines and work schedules for employees in the Division; evaluating the performance of individual employees in the Division, recommending promotions and honors and disciplining personnel at any level authorized by the Director, up to and including suspensions for no more than five working days;

(5)administer contracts concerning matters under the responsibility of the Division and payable from funds appropriated to the Division;

(6)keep the Director informed of all matters pertaining to the activities, operations, programs, services, personnel, expenditures and receipts of the Division;

(7) recommend to the Director the rules, policies and practices governing the operations of the Division;

(8)prepare, implement and evaluate Division operations, programs, and projects in accordance with the goals and objectives established for the Division by the Director;

(9)ensure that all actions of the Division are taken in accordance with all applicable laws, by-laws, regulations, contractual obligations, Town executive orders and policies (including the financial procedures established by the Town Accountant) and the directives of the Director;

(10)make recommendations to the Director on changing or initiating any policy, operation, program or service to the public;

(11)prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Director;

(12)maintain any property assigned to the Division by the Director; and

(13)perform related duties as assigned by the Director.

§8 Public Health Division.

(1) The Health Director and Inspector shall head the Division and shall be appointed by the Town Manager and shall serve at her pleasure.

(2) Duties and Responsibilities. The Health Director and Inspector shall:

(a) administer and carry out the regulatory and inspectional services programs and activities of the Division including water safety and quality, lead paint, food protection, and animal control;

- (b) administer, implement and enforce the policies and regulations adopted by the Director
- (c) keep the Director informed of the activities of the Division and health inspection and enforcement issues;
- (d) coordinate the Division's inspection and enforcement activities with other agencies;
- (e) investigate complaints and enforce the laws, by-laws, codes or regulations administered by the Division; and,
- (f) perform related duties as assigned by the Director.

§8a Animal Control Unit. The Animal Control Unit comprised of dog officer, animal control officers and animal inspectors, shall be appointed annually by the Town Manager for a term of one year and shall enforce the animal control laws and regulations. The Animal Control Unit shall administer and operate the Town Kennel. The animal control officers and inspectors shall be under the supervision of the Director of Public Health.

§8b Solid Waste/Recycling Unit. The Unit shall provide the solid waste and recycling services for the Town.

§9 Building Inspection Division

- (1) The Building Inspector shall head the Division and shall be appointed by the Town Manager and shall serve at her pleasure.
- (2) Duties and Responsibilities. The Building Inspector shall be responsible for the performance of the functions of the Division and shall possess and exercise all of the powers, duties and responsibilities vested by Section 3 of Chapter 143 of the General Laws of a Building Inspector including the authority to:
 - (a) administer and enforce the state building code pursuant to Chapter 143 of the General Laws and the regulations adopted pursuant thereto;
 - (b) administer and enforce the provisions of the Architectural Access Board pursuant to Chapter 22, Section 13A, of the General Laws and the regulations adopted pursuant thereto;
 - (c) administer and enforce the Zoning By-Laws adopted pursuant to Chapter 40A of the General Laws;
 - (d) provide information and assistance concerning the potential application of the state building code, the architectural access regulations, the Zoning by-laws and the state sanitary code to any person interested in or planning on development, renovating, or constructing new or existing buildings or property;

- (e) enforce the building, housing and architectural access codes, laws, by-laws, and regulations;
- (f) participate with personnel from other Town agencies in joint inspection teams which may be established by the Town Manager; and
- (g) perform related duties as assigned by the Director.

§9a Weights and Measures Unit. The Weights and Measures Inspectors shall be appointed by the Town Manager and shall serve at her pleasure. They shall carry out the duties and responsibilities of a Sealer of Weights and Measures.

§9b Gas/Plumbing Unit. The Gas/Plumbing Inspectors shall be appointed by the Town Manager and shall serve at her pleasure. They shall carry out the duties and responsibilities of an Inspector of Gas Plumbing.

§9c Wiring Unit. The Wiring Inspectors shall be appointed by the Town Manager and shall serve at her pleasure. They shall carry out the duties and responsibilities of an Inspector of Wiring.

§10 Planning Division.

The Town Planner shall head the Division and shall be appointed by the Town Manager and shall serve at her pleasure.

- (1) Duties and Responsibilities. The Town Planner shall be responsible for the performance of the functions of the Division and shall:
 - (a) provide technical and administrative support to the Planning Board by advice and by coordinating the submission and review of development applications consisting of subdivisions, site plan approvals and Approval Not Required Plans.
 - (b) update the Town's Zoning Bylaws, Master Plan and Open Space Plan.
 - (c) advise individuals looking to develop property or locate a business in the Town as to what approvals may be required and what (if any) issues may be present;
 - (d) perform related duties as assigned by the Director.

Related Boards and Commissions:

§11 Planning Board. There shall be within the Department a Planning Board comprised of 5 members appointed by the Town Manager. The Planning Board shall perform such duties and exercise such powers as prescribed by law.

§12 Historical Commission. There shall be within the Department a Historical Commission comprised of 7 members appointed by the Town Manager. The Historical Commission shall perform such duties and exercise such powers as prescribed by law.

§13 Conservation Commission. There shall be within the Department a Conservation Commission comprised of 7 members appointed by the Town Manager. The Conservation Commission shall perform such duties and exercise such powers as prescribed by law.

§14 Board of Health. There shall be within the Department a Board of Health which is comprised of 3 members appointed by the Town Manager. The Board of Health shall perform such duties and exercise such powers as prescribed by law.

Chapter 3, Department of Public Works

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Duties and Responsibilities of the Director
- §5. Authorized Positions; Appointment of Personnel
- §6. Organization of Department
- §7. Duties and Responsibilities of Division Heads
- §8. Parks, Recreation and Cemetery Division
- §9. Highway Division
- §10. Sewer Division
- §11. Engineering Division
 - §11a. Stormwater Unit

Related Boards and Commissions

- §12. Board of Cemetery Commissioners.
- §13. Parks Commission.
- §14. Board of Sewer Commissioners.

§1 Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Department of Public Works, to be known as “Department of Public Works.”

§2 Function

It shall be the function of the Department to maintain capital facilities, and provide services and perform functions related to parks, cemetery, recreation, forestry, stormwater, sanitary sewer, landfill, bridges, dams, highways, streets and sidewalks, for the Town.

§3 Head of the Department

The Department shall be headed by the Director of Public Works who shall be appointed by the Town Manager, subject to confirmation by the Board of Selectmen. The Director shall serve at the pleasure of, the Town Manager.

§4 Duties and Responsibilities of the Director. The Director shall have the following duties and responsibilities:

- (1) management responsibility and general supervision over the programs, services, operations, activities and facilities of the Department;
- (2) supervise the personnel in the Department; assign tasks and establish priorities, deadlines and work schedules; approve requests for vacation leave and other leaves; train employees in the specialized tasks of the Department; evaluate the performance of individual employees in the Department, recommend promotions and honors and discipline personnel at any level up to and including suspensions for no more than five working days;
- (3) keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with information developed by the Department which would have a material impact on the financial condition of the Town;
- (4) coordinate with the Town Manager prior to changing any existing policy or initiating any new program or service within the Department;
- (5) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
- (6) perform such other tasks and functions as may be requested by the Town Manager;
- (7) ensure that all actions of the department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the financial procedures established by the Town Manager and the Town Accountant, the provisions of the Charter, bylaws, the Constitutions and laws of the Commonwealth and the United States of America;
- (8) have care, custody and control of the property, including real property and personal property as has been, or may be, allocated to the Department under law;
- (9) determine the priorities of the Department and to prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;
- (10) prepare, monitor and administer the budget for the department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issued by the Town Manager;

(11) prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager.

(12) perform related duties as assigned by the Town Manager.

§5 Authorized Positions; Appointment of Personnel

(a) *Table of Authorized Positions.* The Department shall consist of Director, Assistant Director, and such other positions authorized by the annual Town budget, as the same may be amended from time to time.

(b) *Appointment of Personnel.* Each position in the Department shall be filled by appointment of the Town Manager and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§6 Organization of Department

Establishment of Divisions. The Department shall be organized into the following Divisions for the following purposes:

Parks, Recreation, and Cemetery Division. To manage, develop and improve the parks, recreation and forestry facilities and services of the Town, to plan, implement and manage the recreation and cultural activities of the Town; and to operate and maintain Town cemeteries as facilities for public and private internments;

Highway Division. To manage and maintain all highways, streets, sidewalks and bridges belonging to the Town, including related snow removal and pavement marking operations; and to manage, the garage and other miscellaneous activities of the Department;

Sewer Division. To operate and manage the sanitary sewer facilities and other miscellaneous activities of the Division;

Engineering Division. To provide engineering services for streets, sidewalks, bridges, dams, landfill, sewer facilities, and stormwater infrastructure. Responsibilities also include review of plan submittals and permitting issues and for the Conservation Commission, Planning Board, Zoning Board and other Town capital facility projects as directed; to develop and manage the regulations governing traffic and parking in the Town and provide traffic planning analysis and recommendations.

§7 Duties and Responsibilities of Division Heads. The head of each division shall also have the duty and responsibility to:

(1) administer their Division;

(2) assist the Director in the performance of the duties and responsibilities of the head of the Department and perform such other duties as may be assigned or requested by the Director or otherwise prescribed by law;

- (3) administer the budget for the Division in accordance with the policies and requirements of the Town Manager, Chief Financial Officer, or the Town Accountant.
- (4) supervise the personnel assigned to the Division by assigning tasks and establishing work priorities, deadlines and work schedules for employees in the Division; evaluating the performance of individual employees in the Division, recommending promotions and honors, and disciplining personnel at any level authorized by the Director, up to and including suspensions for no more than five working days;
- (5) administer contracts concerning matters under the responsibility of the Division and payable from funds appropriated to the Division;
- (6) keep the Director informed of all matters pertaining to the activities, operations, programs, services, personnel, expenditures and receipts of the Division;
- (7) recommend to the Director the rules, policies and practices governing the operations of the Division;
- (8) prepare, implement and evaluate Division operations, programs, and projects in accordance with the goals and objectives established for the Division by the Director;
- (9) ensure that all actions of the Division are taken in accordance with all applicable laws, by-laws, regulations, contractual obligations, Town executive orders and policies (including the financial procedures established by the Town Accountant) and the directives of the Director;
- (10) make recommendations to the Director on changing or initiating any policy, operation, program or service to the public;
- (11) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Director;
- (12) maintain any property assigned to the Division by the Director; and
- (13) perform related Division duties as assigned by the Director.

§8 Parks, Recreation and Cemetery Division

(a) Division Head. The Parks, Recreation, and Cemetery Superintendent shall head the Division and shall be appointed by, and serve at the pleasure of, the Town Manager.

(b)Duties and Responsibilities. The Superintendent shall perform the duties and responsibilities of parks, recreation, forestry, and cemetery services for the Town in accordance with this Chapter.

§9 Highway Division

(a)Division Head. The Highway Superintendent shall head the Division and shall be appointed by, and serve at the pleasure of, the Town Manager.

(b)Duties and Responsibilities. The Superintendent shall perform the duties and responsibilities of highway services for the Town in accordance with this Chapter.

§10Sewer Division

(a)Division Head. The Sewer Superintendent shall head the Division and shall be appointed by, and serve at the pleasure of, the Town Manager.

(b)Duties and Responsibilities. The Superintendent shall perform the duties and responsibilities of sewer services for the Town in accordance with this Chapter.

§11Engineering Division

(a) Division Head. The Town Engineer shall head the Division and shall be appointed by, and serve at the pleasure of, the Town Manager.

(b)Duties and Responsibilities. The Town Engineer shall perform the duties and responsibilities of engineering services for the Town in accordance with this Chapter.

§11a. Stormwater Unit. The Unit shall provide stormwater services to the Town under the supervision of the Town Engineer.

Related Boards and Commissions:

§12Board of Cemetery Commissioners. There shall be within the Department a Board of Cemetery Commissioners composed of 3 members appointed by the Town Manager. The Board of Cemetery Commissioners shall perform such duties and exercise such powers as prescribed by law.

§13Parks Commission. There shall be within the Department a Parks Commission composed of 3 members appointed by the Town Manager. The Parks Commission shall perform such duties and exercise such powers as prescribed by law.

§14Board of Sewer Commissioners. There shall be within the Department a Board of Sewer Commissioners composed of 3 members appointed by the Town Manager. The Board of Sewer Commissioner shall perform such duties and exercise such powers as prescribed by law.

Chapter 4, Human Resources Department

- §1. Establishment
- §2. Function
- §3. Authorized Positions; Appointment of Personnel
- §4. Head of the Department
- §5. Duties and Responsibilities of the Director

§1 Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Human Resources Department.

§2 Function

It shall be the function of the Department to administer the human resources activities of the Town, including personnel administration, equal opportunity, group insurance, employee training and education, workers' compensation and injured-on-duty administration, and the administration of the board and commission application and appointment process.

§3 Authorized Positions; Appointment of Personnel

Table of Authorized Positions

(a) The Department shall consist of a Director of Human Resources and such other positions as authorized by the annual Town budget, as the same may be amended from time to time.

Appointment of Personnel

(b) Each position in the Department shall be filled by appointment of the Town Manager and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§4 Head of the Department

The Department shall be headed by the Director of Human Resources who shall be appointed by the Town Manager, subject to confirmation by the Board of Selectmen. The Director shall serve at the pleasure of, the Town Manager. The Town Manager may designate herself as the Director of Human Resources.

Duties and Responsibilities of the Director

(a) General Duties and Responsibilities. The Director of Human Resources shall be responsible for the performance of the duties and responsibilities of the Department and shall:

- (1) have management responsibility and general supervision over the programs, services, operations, activities and facilities of the Department;
- (2) supervise the personnel in the Department, assign tasks and establish priorities, deadlines and work schedules; approve requests for vacation leave and other leave; train employees in the specialized tasks of the Department; evaluate the performance of individual employees in the Department, recommend promotions and honors, and discipline personnel at any level including suspensions for no more than five working days;
- (3) keep the Town Manager informed of the activities and needs of the Department;
- (4) coordinate with the Town Manager prior to changing any existing policy or initiating any new program of service within the Department;
- (5) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
- (6) perform such other tasks and functions as may be requested by the Town Manager;
- (7) ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the Financial procedures established by the Town Manager and the Town Accountant, the Charter, bylaws, the Constitutions and laws of the Commonwealth and the United States of America;
- (8) have care, custody and control of the property, including real property and personal property as has been, or may be, allocated to the Department under law;
- (9) determine the priorities of the Department and to prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;
- (10) prepare, monitor and administer the budget for the Department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issued by the Town Manager;
- (11) prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager; and

(12) perform related duties as assigned by the Town Manager.

(b) Specific Duties and Responsibilities. The Director of Human Resources shall:

- (1) act as the personnel administrator under authority delegated to the Town Manager;
- (2) plan, administer and direct all phases of the personnel plan, including wage and salary administration, position classification, sick and vacation leave, accident prevention and safety programs, physical examination program, personnel transactions and record keeping in accordance with the applicable rules and regulations, by-laws and statutes;
- (3) review and advise the Chief Financial Officer on all Departmental requests for personnel and determine before any employee shall be hired, reinstated, promoted or transferred that:
 - (A) there exists a vacant position in the table of authorized positions for such employee;
 - (B) the proposed salary for such employee is in accordance with the salary plan;
 - (C) there is compliance with applicable laws, including the civil service laws, rules and regulations, and equal opportunity; and
 - (D) the Town Manager has approved such employment;
- (4) develop and revise personnel policies and practices and recommend same to the Town Manager;
- (5) advise and inform Town department heads, officials and employees, and other interested parties, relative to all aspects of the human resources programs and activities;
- (6) administer the grievance procedure for employees;
- (7) administer the disciplinary system of the Town at all levels below the Town Manager;
- (8) administer the personal property damage funds;
- (9) train and develop Town employees;
- (10) serve as the Town Manager's advisor on equal opportunity matters;
- (11) implement the policy of equal employment opportunities;
- (12) coordinate the activities of Town physicians;

- (13) administer, review, monitor, evaluate and investigate workers' compensation claims (G.L. Chapter 152) filed by Town employees;
- (14) administer, review, monitor, evaluate and investigate injured-on-duty claims (G.L. Chapter 41, S. 111F) filed by Town employees;
- (15) administer the Town's light duty programs;
- (16) comply with all reporting requirements of the Division of Industrial Accidents and make appropriate presentations to that division;
- (17) review all applications for disability retirements;
- (18) request labor counsel to provide legal representation in all cases where Human Resources is involved with the case;
- (19) provide equal opportunity technical assistance to Town Department heads;
- (20) serve as the Town Manager's coordinator on §504 of the Rehabilitation Act of 1973;
- (21) administer the group health and life insurance programs by:
 - (A) authorizing and preparing all payments of premiums and cost reimbursement to the Town's insurance carriers and computing the shares due from the employees' account and the Town's account and coordinating matters involving payroll deductions and cash payments with the Town treasurer/collector;
 - (B) processing and approving all changes to existing group memberships and maintaining records of such members;
 - (C) administering policies and procedures related to the delivery of group health insurance benefits;
 - (D) resolving problems of group membership and coverage which may be encountered by Town subscribers and processing any necessary forms to correct problems;
 - (E) providing clear and comprehensive information to employees, retirees and departments concerning their benefits and options and advising employees and retirees on matters related to group insurance;
 - (F) propose, research, evaluate and implement programs and systems concerning cost control and containment in the areas of group insurance, workers' compensation and injured-on-duty;

(G) review contracts and proposals from insurance carriers and provide recommendations to the Town Manager regarding rates and terms of contracts.

Chapter 5, Department of Finance

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Authorized Positions; Appointment of Personnel
- §5. Organization of Department
- §6. Duties and Responsibilities of Division Heads
- §7. Assessing Division
- §8. Accounting Division
- §9. Treasury and Collections Division

Related Boards and Commissions:

- §10. Board of Assessors

§1. Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a Department of the Town to be known as the Finance Department

§2. Function

It shall be the function of the Department to provide the financial services of the Town, including the preparation and administration of the Town budget, the assessment and collection of all Town taxes, excises, betterments, assessments, fees, fines and penalties, process and administer, as assigned, contracts for the acquisition of goods, supplies, services and property, the application for grants from any source and the management of the electronic information communications and processing systems, and the disbursement of funds.

§3. Head of the Department

(a) Department Head. The Department shall be headed by the Chief Financial Officer of the Town who shall be appointed by the Town Manager, subject to confirmation by the Board of Selectmen. The Director shall serve at the pleasure of the Town Manager.

(b) Duties and Responsibilities. The Chief Financial Officer shall perform the following duties and responsibilities:

- (1) management and general supervision over the functions, programs, services, operations, activities and facilities of the Department;
- (2) supervise the personnel in the Department; assign tasks and establish priorities, deadlines and work schedules; approve requests for vacation leave and other leave; train employees in the specialized tasks of the Department; evaluate the performance of individual employees in the Department, recommend promotions and honors, and discipline personnel at any level including suspensions for no more than five working days;
- (3) keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with information developed by the Department which would have a material impact on the financial condition of the Town;
- (4) coordinate with the Town Manager prior to changing any existing policy or initiating any new program or service within the Department;
- (5) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
- (6) perform such other tasks and functions as may be requested by the Town Manager
- (7) ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the financial procedures established by the Town Manager and the Town Accountant, Charter, Town by-laws, the Constitutions and laws of the Commonwealth and the United States of America;
- (8) have care, custody and control of the property, including real property and, personal property, as has been, or may be, allocated to the Department under law;
- (9) determine the priorities of the Department and to prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;
- (10) prepare, monitor and administer the budget for the Department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issued by the Town Manager;

(11) prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager;

(12) perform related duties as assigned by the Town Manager.

§4. Authorized Positions

(a) *Table of Authorized Positions.* The Department shall consist of the Chief Financial Officer, Town Assessor, Town Treasurer/Collector and Town Accountant and such other personnel as authorized in the annual town budget, as the same may be amended from time to time.

(b) *Appointment of Personnel.* Each position in the Department shall be filled by appointment of the Town Manager, except for the Town Accountant, and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§5. Organization of Department

(a) Establishment of Divisions. The Department shall be organized into the following divisions for the following purposes:

Assessing Division. To provide tax assessment services for the Town.

Accounting Division. To prepare the Town operating and capital budgets, ensure that all expenditures conform to such budgets, to provide estimates of the cost of new programs or policy changes and to make projections concerning the financial health of the Town and to assist the Town Manager in the performance of finance duties and responsibilities and to oversee the preparation and filing of applications for grant funds for all Departments of the Town.

Treasury & Collections Division. To receive, collect, and disburse all funds of the Town in accordance with law.

§6 Duties and Responsibilities of Division Heads. The head of each division shall also have the duty and responsibility to:

(1) administer their Division;

(2) assist the Chief Financial Officer in the performance of the duties and responsibilities of the head of the Department and perform such other duties as may be assigned or requested by the Chief Financial Officer or otherwise prescribed by law;

(3) administer the budget for the Division, which shall include all items of salary, ordinary maintenance, and capital expenditures, in accordance with the policies and requirements of the Town Manager;

(4) supervise the personnel assigned to the Division by assigning tasks and establishing work priorities, deadlines and work schedules for employees in the Division; evaluating the performance of individual employees in the Division, recommending promotions and honors and disciplining personnel at any level authorized by the Director, up to and including suspensions for no more than five working days;

(5) administer contracts concerning matters under the responsibility of the Division and payable from funds appropriated to the Division;

(6) keep the Chief Financial Officer informed of all matters pertaining to the activities, operations, programs, services, personnel, expenditures and receipts of the Division;

(7) recommend to the Chief Financial Officer the policies and practices governing the operations of the Department;

(8) prepare, implement and evaluate Division operations, programs, and projects in accordance with the goals and objectives established for the division by the Chief Financial Officer;

(9) ensure that all actions of the Division are taken in accordance with all applicable laws, by-laws, regulations, contractual obligations, Town executive orders and policies and the directives of the Chief Financial Officer;

(10) make recommendations to the Chief Financial Officer on changing or initiating any policy, operation, program or service to the public;

(11) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Chief Financial Officer;

(12) maintain any property assigned to the Division by the Chief Financial Officer; and

(13) perform related duties as assigned by the Chief Financial Officer.

§7. Assessing Division.

(a) Division Head. The Assessor shall head the Division and shall be appointed by the Town Manager and shall serve at her pleasure. The Assessor shall not be a member of the Board of Assessors.

(b) Duties and Responsibilities. The Assessor shall also have the following duties and responsibilities:

(1) make an assessment of all the taxable property in the Town and place the list of taxes together with itemized lists of real estate in duplicate, ready for mailing with the warrant for the collection of same, in the hands of the Town Treasurer within thirty days of the determination by the Town of the tax rate in each year and on or before the first day of every ensuing month lists of all additional or supplementary assessments made during the preceding month, together with warrant for their collection.

(2) prepare lists of the amounts of taxes or abatements of taxes, including notations of the amounts thereof which have not been included in any previous statement, and provide copies of those lists to the Town Treasurer and Town Accountant.

(3) perform all duties prescribed by the general laws, including chapter 59, and any special act applicable to the Town;

§8. Accounting Division

(a) Division Head. The Accountant shall head the division and shall be appointed by the Board of Selectmen upon recommendation of the Town Manager

(b) Duties and Responsibilities. The Accountant shall be responsible for the performance of the functions of the Division and shall:

(1) assist the Chief Financial Officer in the preparation, submission and explanation of the annual budget and the annual capital outlay program;

(2) assist the Chief Financial Officer in the preparation and submission and explanation of any supplemental budget or transfer of appropriation;

(3) review all purchase orders, requests for personnel and capital expenditure requests;

(4) keep detailed records of all budget entries and transactions and the activities of the Division;

(5) manage the processing of payroll, purchasing, contracts; identify and prepare federal, state and private grant programs which could be employed to fund existing or new Town operations;

(6) advise Town departments of the eligibility requirements and deadlines and the operations requirements and obligations involved in any grant;

(7) advise the Chief Financial Officer and the department or division for which the grant is being sought of any financial obligations which would be placed upon the Town by acceptance of any particular grant;

(8) assist the Department in obtaining the approval of the Town Manager and the Board of Selectmen prior to the filing of any grant application; and

(9) perform related duties as assigned by the Chief Financial Officer.

§9 Treasury & Collections Division

(a) Division Head. The Treasurer/Collector shall head the division and shall be appointed by the Town Manager and shall serve at her pleasure.

(b) Duties and Responsibilities. The Treasurer/Collector shall also have the following duties and responsibilities:

- (1) perform all duties prescribed by chapter 41 of the General Laws;
- (2) maintain an account of all receipts and disbursements for and on behalf of the Town and to conform the same as nearly as may be possible with accounts kept by the Town Accountant;
- (3) have custody of, and keep a registry thereof, all official bonds, notes, scrip and other certificates of indebtedness, together with coupons issued by the Town after they have been paid, except for the fidelity bonds of the Town Treasurer and any assistant treasurer, which shall be kept by the Town Accountant;
- (4) render to the Town Manager regularly a detailed statement of all receipts and disbursements;
- (5) negotiate under the direction of the Town Manager all loans authorized by the Town;
- (6) collect and receive all money due to the Town on all accounts and other demands against persons indebted to the Town and disburse all sums owed by the Town, except as otherwise provided by law or Town by-law;
- (7) collect and administer the laws regarding the payment of fines for parking violations and for civil and criminal violations of Town by-laws enforced through the non-criminal disposition process;
- (8) keep and safeguard all books and records of the Division;
- (9) deliver to the successor all books, papers, documents and property of the Division.

Related Board and Commissions:

§10. Board of Assessors. There shall be within the Department a Board of Assessors comprised of three members appointed by the Town Manager. The Board of Assessors shall perform such duties and exercise such powers as prescribed by law.

Chapter 6, Department of Public Services

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Authorized Positions; Appointment of Personnel
- §5. Organization of Department
- §6. Duties and Responsibilities of Division Heads
- §7. Library Division
- §8. Senior Center/Elder Affairs Division
- §9. Cable and Community Television Division
- §10. Veteran's Services Division

Related Boards and Commissions

- §11. Local Channel Committee
- §12. Council on Aging

§1. Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Department of Public Services.

§2. Function

It shall be the function of the Department to provide services for the elderly, veterans, library, and local cable access services for the Town.

§3. Head of the Department

(a) Department Head. The Department shall be headed by the Director of Public Services, who shall be appointed by the Town Manager, subject to confirmation by the Board of

Selectmen. The Director shall serve at the pleasure of the Town Manager. The Town Manager may designate herself as the Director.

(b) Duties and Responsibilities. The Director shall perform the following duties and responsibilities:

- (1) management responsibility and general supervision over the programs, services, operations, activities and facilities of the Department;
- (2) supervise the personnel in the Department; assign tasks and establish priorities, deadlines and work schedules; approve requests for vacation leave and other leave; train employees in the specialized tasks of the Department; evaluate the performance of individual employees in the Department, recommend promotions and honors and discipline personnel at any level including suspensions for no more than five working days;
- (3) keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with information developed by the Department which would have a material impact on the financial condition of the Town;
- (4) coordinate with the Town Manager prior to changing any existing policy or initiating any new program or service within the Department;
- (5) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
- (6) perform such other tasks and functions as may be requested by the Town Manager
- (7) ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the financial procedures established by the Town Manager and the Town Accountant, Charter, Town by-laws, the Constitutions and laws of the Commonwealth and the United States of America;
- (8) have care, custody and control of the property, including real property and personal property as has been, or may be, allocated to the Department under law;
- (9) determine the priorities of the Department and prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;
- (10) prepare, monitor and administer the budget for the Department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issued by the Town Manager;

(11) prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager.

(12) perform related duties as assigned by the Town Manager.

§4. Authorized Positions

(a) *Table of Authorized Positions.* The Department shall consist of the Director, and such other personnel as shall be authorized in the annual town budget, as the same may be amended from time to time.

(b) *Appointment of Personnel.* Each position in the Department shall be filled by appointment of the Town Manager and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§5. Organization of Department

Establishment of Divisions. The Department shall be organized into the following divisions for the following purposes:

Library Division. To provide library services to the residents of Auburn.

Senior Center/Elder Affairs Division. To promote the health and welfare of the senior citizens of Auburn by identifying the total needs of the elder population, educating the community about those needs, and advocating and implementing services to fill those needs, either alone or in conjunction with other agencies involved with elders, and by operating a senior center within the Town.

Cable and Community Television Division. To administer the cable television franchise agreement, disburse funds received by that agreement, operate the government access channel and administer the affairs of the Local Channel Committee as established and authorized under the Town by-laws.

Veteran's Services Division. To provide services to veterans.

§6. Duties and Responsibilities of Division Heads. The head of each Division shall also have the duty and responsibility to:

(1) administer their Division;

(2) assist the Director in the performance of the duties and responsibilities of the head of the Department and perform such other duties as may be assigned or requested by the Director or otherwise prescribed by law;

(3) administer the budget for the division, which shall include all items of salary, ordinary maintenance, and capital expenditures, in accordance with the policies and requirements of the Town Manager, Chief Financial Officer, or the Town Accountant.

(4) supervise the personnel assigned to the Division by assigning tasks and establishing work priorities, deadlines and work schedules for employees in the Division; evaluating the performance of individual employees in the office, recommending promotions and honors and disciplining personnel at any level authorized by the Director, up to and including suspensions for no more than five working days;

(5) administer contracts concerning matters under the responsibility of the Division and payable from funds appropriated to the Division;

(6) keep the Director informed of all matters pertaining to the activities, operations, programs, services, personnel, expenditures and receipts of the Division;

(7) recommend to the Director the policies and practices governing the operations of the Division;

(8) prepare, implement and evaluate Division operations, programs, and projects in accordance with the goals and objectives established for the Division by the Director;

(9) ensure that all actions of the Division are taken in accordance with all applicable laws, by-laws, regulations, contractual obligations, Town executive orders and policies (including the financial procedures established by the Town Accountant) and the directives of the Town Manager;

(10) make recommendations to the Director on changing or initiating any policy, operation, program or service to the public;

(11) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Director;

(12) maintain any property assigned to the Division by the Director; and

(13) perform related duties as assigned by the Director.

§7. Library Division.

(a) Division Head. The Board of Library Trustees shall head the Division which shall consist of six Trustees elected by the voters, the Library Director and such other personnel as authorized by the annual Town budget, as the same may be amended from time to time. The Library Director shall also report to the Town Manager.

(b) Duties and Responsibilities. The Board of Library Trustees shall be responsible for the performance of the functions of the Division and may delegate the same to the Library Director.

§8. Senior Center/Elder Affairs Division

(a) Division Head. The Executive Director shall head the Division and shall be appointed by and serve at the pleasure of the Town Manager.

(b) Duties and Responsibilities. The Executive Director shall perform the following duties and responsibilities:

- (1) administer the affairs of the senior center;
- (2) administer the programs and activities of the Division;
- (3) collect facts and statistics and to conduct special studies affecting the health and welfare of the elderly population of the town;
- (4) encourage the development of programs for the elderly in Auburn;
- (5) identify the needs of the community's older population
- (6) educate and enlist the support of the community on the needs of the elderly;
- (7) promote the coordination of programs designed for the elderly in Auburn;
- (8) advise the public agencies of the Town on matters affecting the elderly;
- (9) prepare reports to the Town Manager on the state and federal legislation concerning the elderly, including but not limited to state and federal funds and programs available to the elderly;
- (10) cooperate with the Executive Office of Elder Affairs of the Commonwealth;
- (11) encourage and assure within the senior center the maximum level of coordination, collaboration and co-location of individuals and organizations, public and private, engaged in the delivery of services, program and activities of interest to elders, such as: health insurance, caregiver, benefit and employment counseling services, medical screening clinics; information and referral services on the issue of health, housing, transportation, education, legal assistance, consumer protection, public safety and support groups; on-site and delivered meals and emergency food distribution; literacy, citizenship and English as a second language instruction; vocational, cultural and computer programs; senior outreach; senior travel; recreational and wellness programs; dances; gardening; story telling; entertainment; transportation; day care for elders; and child care for grandparents raising grandchildren;
- (13) perform related duties as assigned by the Director.

§9. Cable and Community Television Division

(a) Division Head. The Supervisor of Cable and Community Television shall head the Division and shall be appointed by and serve at the pleasure of the Town Manager;

(b) Duties and Responsibilities. The Supervisor of Cable and Community Television shall perform the following duties and responsibilities:

- (1) administer the cable television franchise agreement and monitor the activities of the cable franchise operator;
- (2) after consultation with the Local Channel Committee, make recommendation annually to the Town Manager as to the disbursement of the funds received under the cable franchise agreement among the public, educational and government channel operations;
- (3) operate the government, educational, and public access channels on the cable television system so as to provide to the extent possible: 1) live cablecasts of Town meetings; 2) original content programming providing viewers with information about the operations, issues and decisions involving Town of Auburn agencies; and 3) other programming which is useful to the residents of Auburn and appropriate for broadcast on an access cable channel;
- (4) coordinate as necessary with the Director of Information Technology to ensure that any institutional network provided under any cable franchise agreement operates properly and meets the technical requirements of the Town for the internal transmissions of data among Town offices;
- (5) administer and keep the records of the Local Channel Committee; and
- (6) perform related duties as assigned by the Director.

§10 Veteran's Services Division

(a) Division Head. The Director of Veteran's Services shall be appointed by and serve at the pleasure of the Town Manager.

(b) The Director of Veteran's services shall perform the following duties and responsibilities:

- (1) administer the programs and activities of the Division;
- (2) perform all duties prescribed by Chapter 115 of the General Laws;
- (3) administer the disbursements of veteran's benefits;
- (4) provide services to veterans, members of the armed forces, their families and their dependents;
- (5) provide information and advice to veterans as may be necessary to enable them to procure the benefits to which they are entitled;

(6) maintain close cooperation with state and federal agencies established for the aid of veterans; and

(7) perform related duties as assigned by the Town Manager.

Related Boards and Commissions:

§11. Local Channel Committee

There shall be within the Department a Local Channel Committee comprised of five members appointed by the Town Manager. The Committee shall perform such duties as designated by the Town Manager.

§12. Council on Aging

There shall be within the Department a Council on Aging composed of nine members appointed by the Town Manager. The Council on Aging shall perform such duties and exercise such powers as prescribed by law.

Chapter 7, Information Technology Department

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Duties and Responsibilities of the Director
- §5. Authorized Positions; Appointment of Personnel
- §6. Rules and Regulations

§1. Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Information Technology Department.

§2. Function

It shall be the function of the Department to provide information management and support services, including but not limited to, the planning, analysis, development and support of computer information systems, including a geographic information system, for all agencies of the Town.

§3. Head of the Department

Department Head. The Department shall be headed by the Director of Information Technology who shall be appointed by the Town Manager, subject to confirmation by the Board of Selectmen. The Director shall serve at the pleasure of the Town Manager.

§4. Duties and Responsibilities.

The Director of Information Technology shall perform the following duties and responsibilities:

- (1) manage and administer the Department;
- (2) organize, implement and maintain a centralized computer information systems center as authorized by the Town Manager;

(3) direct, organize, and implement the planning, development and production of computer information systems, including an integrated digital municipal information system and a geographic information system;

(4) direct and control the data operations of the Department, including, but not limited to, conformance with state and federal regulations relating to the retention and protection of data;

(5) supervise the personnel of the Department; assign tasks and establish priorities, deadlines and work schedules; approve requests for vacation leave and other leave, train employees in the specialized tasks of the Department; evaluate the performance of individual employees in the Department, recommend promotions and honors, and discipline personnel at any level including suspensions for no more than five working days;

(6) coordinate through advice and counsel the data requirements of any other Town agency;

(7) advise the Town agencies on information system matters, including the review of proposed computer applications or equipment acquisitions;

(8) provide computer support services in accordance with the priorities of the Town Manager;

(9) maintain, service, safeguard and secure data, Town-wide network, information, programs and equipment of the Department;

(10) maintain confidentiality of any information or data collected or processed by the Department except as authorized by the user agency, the Chief Financial Officer or the Town Manager; and

(11) perform related duties as assigned by the Town Manager.

§5. Authorized Positions

(a) *Table of Authorized Positions.* The Department shall consist of the Director and such other personnel as authorized by the annual Town budget, as the same may be amended from time to time.

(b) *Appointment of Personnel.* Each position in the Department shall be filled by appointment of the Town Manager and each such appointee shall, unless otherwise expressly provided by law, serve at the pleasure of the Town Manager.

§6. Rules and Regulations

The Director shall issue rules and regulations, with the approval of the Town Manager, controlling the access and release of data, including but not limited to, particular personnel information of municipal employees, CORI, and law enforcement data as it conforms to M.G.L. c. 93H and c. 93I and any other pertinent state or federal regulations.

Chapter 8, Police Department

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Duties and Responsibilities
- §5. Authorized Positions
- §6. Compliance with Orders
- §7. Appointment of Personnel
- §8. Rules and Regulations

§1. Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Police Department.

§2. Function

It shall be the function of the Department to provide law enforcement and police services for the Town, and to provide and maintain public safety communications services for the Town.

§3. Head of the Department

Department Head. The Department shall be headed by the Chief of Police who shall be appointed by the Town Manager in accordance with Chapter 31 of Massachusetts General Laws, subject to confirmation by the Board of Selectmen.

§4. Duties and Responsibilities. The Police Chief shall perform the following duties and responsibilities:

- (1) keep the peace and maintain public safety and good order in the Town;
- (2) serve as the chief law enforcement officer of the Town and the commanding officer of the Department;

- (3) have management and general supervision over the programs, services, operations, activities and facilities of the Department;
- (4) administer the budget for the Department, which shall include all items of salary, ordinary maintenance, and capital expenditures, in accordance with the policies and requirements of the Town Manager, Chief Financial Officer or the Town Accountant;
- (5) administer contracts concerning matters under the responsibility of the Department and payable from funds appropriated to the Department;
- (6) enforce all laws, by-laws, rules and regulations affecting the public;
- (7) receive and answer complaints of violations of law, bylaws, and rules and regulations affecting the public;
- (8) supervise and direct the officers and civilians in the Department by establishing policies and practices governing the operations of the Department; assigning tasks and establishing priorities, deadlines and work schedules; approving requests for vacation leave and other leave; training employees in the specialized tasks of the Department; evaluating the performance of individual employees in the Department; recommending or making for police officers of any rank promotions and honors, and disciplining personnel at any level, including suspensions, for no more than five working days for civilian employees, and suspension, without limitation, or discharge of police officers of any rank;
- (9) keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with information developed by the Department which would have a material impact on the peace, security and good order of the Town;
- (10) seek the advice of the Town Manager prior to changing any existing policy or initiating any new program or service;
- (11) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
- (12) perform such other tasks and functions as may be requested by the Town Manager, or anyone acting under authority of the Town Manager;
- (13) participate with personnel from other Town agencies in joint inspection teams which may be established by the Town Manager;
- (14) ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the town manager, the financial procedures established by the Town Manager and the Town Accountant, the provisions the Charter, the by-laws, the Constitutions and laws of the Commonwealth and the United States of America;

- (15) have care, custody and control of the property, including real property and personal property, as has been, or may be, allocated to the Department under law;
- (16) determine the priorities of the Department and prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;
- (17) prepare, monitor and administer the budget for the Department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issued by the Town Manager;
- (18) prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager; and
- (19) perform all related duties prescribed by Chapter 41, Section 98 of the General Laws and the rules and regulations of the Department and the Town Manager.

§5. Authorized Positions. The Department shall consist of the Chief of Police and such other lieutenants, sergeants and officers and civilian employees as authorized by the annual Town budget, as the same may be amended from time to time.

§6. Compliance with Orders. The lieutenants and sergeants shall aid the Chief in the performance of the duties and responsibilities prescribed by this Chapter and shall obey any lawful order directed or commanded by the Chief. All other officers of the department shall perform any lawful order directed or commanded by their superiors, in accordance with the Rules and Regulations of the Department. Officers shall comply with the orders of their superior officers.

§7. Appointment of Personnel.

(a) The Chief of Police shall appoint all superior officers and police officers of the Department in accordance with Chapter 31 of the Massachusetts General Laws.

(b) The Chief of Police may appoint special officers for the term of one calendar year.

(c) The Town Manager shall appoint all civilian employees of the Department.

§8. Rules and Regulations. The Chief of Police shall issue rules and regulations for the operation and administration of the Department.

Chapter 9, Fire and Rescue Department

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Duties and Responsibilities
- §5. Authorized Positions
- §6. Compliance with Orders
- §7. Appointment of Personnel
- §8. Rules and Regulations

§1. Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a Department of the Town to be known as the Fire and Rescue Department.

§2. Function

It shall be the function of the Department to provide fire suppression and protection services, first responder and emergency response, and ambulance services for the Town.

§3. Head of the Department

The Department shall be headed by the Fire Chief who shall be appointed by the Town Manager, subject to confirmation by the Board of Selectmen. The Fire Chief shall serve at the pleasure of the Town Manager. The Fire Chief shall be the Chief Commanding Officer of the Department and shall administer the Department in accordance with Section 42 of Chapter 48 of Massachusetts General Laws and the Town Charter.

§4. Duties and Responsibilities.

The Fire Chief shall perform the following duties and responsibilities:

- (1) provide fire protection and prevention, firefighting and other emergency service for the Town, including, but not limited to, salvage and overhauling operations, and ambulance services;

- (2) have management and general supervision over the programs, services, operations, activities and facilities of the Department;
- (3) administer the budget for the Department, which shall include all items of salary, ordinary maintenance, capital expenditures, in accordance with the policies and requirements of the Town Manager, Chief Financial Officer or the Town Accountant;
- (4) administer contracts concerning matters under the responsibility of the Department and payable from funds appropriated to the Department;
- (5) perform all duties prescribed by chapters 48 and 148 of the General Laws and by rules and regulations of the Department;
- (6) act as the agent of the Town Manager in the preparation, planning, organization, maintenance, administration and operation the emergency response management and civil defense duties and activities of the Town as the same may be authorized or required by law, including chapter 639 of the Acts of 1950 and any regulations promulgated thereunder, or any declaration of emergency issued by the Town Manager, the Governor or the President of the United States;
- (7) supervise and direct the firefighters and civilians in the Department by establishing rules, policies and practices governing the operations of the Department; assigning tasks and establishing priorities, deadlines and work schedules; approving requests for vacation leave and other leave; training employees in the specialized tasks of the Department and providing each firefighter with a manual containing the rules and regulations of the Department and pertinent bylaws, and to enforce the same; evaluating the performance of individual employees in the Department; recommending or making for firefighters of any rank, promotions and honors; and disciplining personnel at any level, including suspensions for no more than five working days for civilian employees, and suspension, without limitation, or discharge of firefighters of any rank;
- (8) keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with information developed by the Department which would have a material impact on the safety, security and good order of the Town;
- (9) prepare prompt and thorough responses to requests for reports, memoranda, opinions or other documents or actions as may be requested by the Town Manager;
- (10) perform such other tasks and functions as may be requested by the Town Manager, or anyone acting under authority of the Town Manager;
- (11) participate with personnel from other Town agencies in joint inspection teams which may be established by the Town Manager;

- (12) ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the financial procedures established by the Town Manager and the Town Accountant, the bylaws, the Charter, the Constitutions and laws of the Commonwealth and the United States of America;
- (13) have care, custody and control of the property, including real property and personal property, as has been, or may be, allocated to the Department under law and to cause the same to be kept in good condition and repair and ready for immediate service;
- (14) determine the priorities of the Department and prepare long-range strategic plans and objectives consistent with the strategic direction of the Town Manager;
- (15) prepare, monitor and administer the budget for the Department, which shall include salary, ordinary maintenance, and capital expenditures, in accordance with the format prescribed and the directives issues by the Town Manager;
- (16) prepare, implement, evaluate and improve Department operations, programs and projects in accordance with the goals and objectives established for the Department by the Town Manager;
- (17) conduct the inspections prescribed in the General Laws and the fire prevention code and review of plans for fire safety and prevention;
- (18) perform the duties and authorities of a forest warden as contained the General Laws, chapter 48, section eight through twenty-eight C; and
- (19) perform related duties as assigned by the Town Manager

§5. Authorized Positions

Table of Authorized Positions. The Department shall consist of the Chief and such deputy chief, captains, lieutenants, firefighters and civilian employees as authorized in the annual Town budget, as the same may be amended from time to time.

§6 Compliance with Orders

The deputy chief shall aid the chief in the performance of the duties and responsibilities prescribed by this Chapter and shall perform any lawful order directed or commanded by the Chief. All other firefighters of the Department shall perform any lawful order directed or commanded by their superiors, in accordance with the rules and regulations of the Department. Firefighters (privates) shall comply with the orders of their officers.

§7 Appointment of Personnel

- (a) The Fire Chief shall appoint all fire officers and firefighters (privates).
- (b) The Town Manager shall appoint all civilian employees of the Department.

§8 Rules and Regulations

The Fire Chief shall issue rules and regulations for the operation and administration of the Department.

Chapter 10, Law Department

- §1. Establishment
- §2. Function
- §3. Head of the Department
- §4. Duties and Responsibilities
- §5. Special Counsel

§1. Establishment

Under Authority of Chapter 8 of the Acts of 2009 (Charter of the Town of Auburn), Section 3.06(b), there is hereby established under the jurisdiction of the Town Manager a department of the Town to be known as the Law Department.

§2. Function

It shall be the function of the Department to furnish legal services and advice to all agencies and officers and employees of the Town as may be lawfully requested or required.

§3. Head of the Department

Department Head. The Department shall be headed by Town Counsel, who shall be the Chief Legal Officer of the Town, and who shall be appointed by the Board of Selectmen upon recommendation of the Town Manager. Town Counsel shall be a member of the bar of the Commonwealth.

§4. Duties and Responsibilities. Town Counsel shall be responsible for the performance and functions of the Department and shall:

- (1) provide the legal services, and counsel required by any agency or officer of the Town;
- (2) with the approval of the Board of Selectmen and authorization of the Town Manager, initiate or defend any legal proceeding in which the Town is or may be a party or have an interest in and to defend such officers or employees in any proceedings brought against them to which they are or may be entitled to such defense by the Town;
- (3) draft the legal instruments of the Town;
- (4) review for legal requirements all contracts prior to their execution by the Town Manager;

- (5) establish such procedures as may be necessary for officers and employees of the Town to report and assist in any legal proceedings involving the Town or its officers and employees;
- (6) supply Town agencies, officers and employees with such forms as may be necessary for the legal conduct of the affairs of the Town;
- (7) keep the Town Manager informed of the activities and needs of the Department and provide the Town Manager with advice as may be necessary;
- (8) perform such other tasks and functions as may be requested by the Town Manager;
- (9) ensure that all actions of the Department are taken in accordance with all executive orders and administrative directives issued by the Town Manager, the Charter, the by-laws, the Constitutions and laws of the Commonwealth and the United States of America;

§5. Special Counsel

The Town Manager may appoint Special Counsel, including for labor relations. Such Special Counsel shall coordinate said services with Town Counsel.

TOWN OF AUBURN

BOARD OF SELECTMEN'S VOTE

REGARDING

TOWN GOVERNMENT'S REORGANIZATION PLAN #1

(2011)

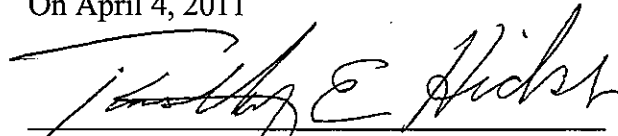
WHEREAS, the Town Manager has submitted a Reorganization Plan to the Board of Selectmen for its approval in accordance with the Town Charter;

WHEREAS, the Board of Selectmen has considered the Reorganization Plan;

NOW, THEREFORE, be it voted by roll call vote of the Board of Selectmen of the Town of Auburn, on April 4, 2011, as follows:

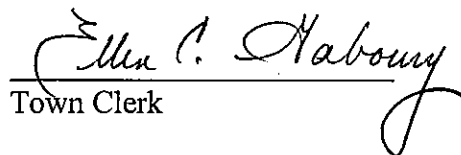
1. That the Board of Selectmen hereby approves the Reorganization Plan of April 4, 2011.
2. That a copy of this Reorganization Plan shall be filed with the Town Clerk by the Clerk to the Selectmen.

VOTED BY THE BOARD OF SELECTMEN
On April 4, 2011



Timothy E. Hicks, Chairman
Board of Selectmen

ATTEST:



Town Clerk