

Charge for Brewster Government Study Committee

The Board of Selectmen (the "BOS") wishes to ensure that Brewster's government is transparent, responsive, efficient, and effective in its governance and in the delivery of town services by our various departments. The BOS seeks to improve our town government in order to provide the best service to its citizens, and therefore, will appoint a seven-member Brewster Government Study Committee (the "BGSC") to study our town departments, boards, committees, and commissions according to the following charge.

The BGSC is hereby charged with conducting an in-depth review of the town's current organizational structure including the role of Town Administrator, the various town departments, boards, committees, and commissions. The study will examine the clarity of duties, span of responsibilities, methods of internal and external communication and coordination. The study will compare how these factors are dealt with in Town policies and in practice. The BGSC will deliver the results of its study to the BOS based upon the following definition of scope and timeline.

1. SCOPE

The BGSC will conduct an in-depth review of the following:

- a. Organizational structure. Is the structure is too tiered or too flat from a management and leadership perspective?
- b. Definition of duties. How clearly are the duties of the Town Administrator and various departments defined? Are there gaps or overlaps with respect to duties and responsibilities? Is the span of responsibilities for individual departments too broad or too narrow?
- c. Management appointments. What person or entity is responsible for appointing departmental managers and does the process build the proper accountability?
- d. Communication and coordination. Are there adequate and effective channels of communication between the BOS and the Town Administrator; the Town Administrator and the departments; amongst the departments, and within each department?
- e. Staffing. Does the organizational structure provide for optimal staffing levels? Is there adequate succession planning?
- f. Performance management. How well are supervisory functions defined and executed? How is the performance of departments and department heads evaluated and communicated to the BOS and to the public? How effectively is the performance of department heads and staff managed by the appointing authority?

The BGSC will examine our town's boards, committees, and commissions (the "BCC"):

- a. What is the relationship between the BCC and the staff that supports the unit, and is the support sufficient and effective?

- b. Examine and understand the policy-making responsibilities of the BCC versus the regulatory responsibilities.
- c. Is the BCC appointed or elected, and does this make sense when considering the BCC's duties and responsibilities? Does the BCC's status naturally provide for appropriate accountability and transparency?
- d. With respect to appointed BCC: does the appointment process sufficiently and successfully recruit members, and is the process transparent and balanced?

2. PROCESS

Phase 1: Assess current conditions and issues. The study will include a review of relevant Town bylaws and policies, interviews with the Town Administrator, department heads, BCC, Board of Selectmen and other key staff.

In addition, the BGSC will gather the public's perspective through various mechanisms of its choosing such as surveys, focus groups and/or open forums.

At the end phase one, the BGSC will identify the key issues, challenges, and opportunities for strengthening our town government and improving its effectiveness. The Committee will present a report of these findings to the BOS.

Phase 2: Identify best practices and relevant experiences from other towns. Focusing on the issues, challenges, and opportunities identified in phase one the BGSC will work with a consultant who will be charged with identifying best practices and experiences from other towns that might serve as models for Brewster.

Phase 3: Develop recommendations. Based on the results of the interviews, public input, and consultant findings, the BGSC will develop recommendations for reorganization and reform of policies and procedures. The BGSC will develop its draft report in partnership with the consultant. Final recommendations will be presented to the BOS and to the public. Recommendation may be short-term, such as management improvements or policy changes, or long term, such as moving towards a Town Charter.

3. SCHEDULE (FIFTEEN MONTHS)

Phase 1 will be completed within eight months of convening the BGSC.

Phase 2 will be completed within three months of the completion of Phase 1.

Phase 3 will be completed within four months of the completion of Phase 2.

4. SUPPORT

The Town will provide secretarial support to take minutes, post meeting notices, distribute materials and schedule BGSC meetings with individuals and members of the BCC.

The BGSC will establish its own meeting schedule and individual assignments.