

## **‘Blue Ribbon’ Committee formed by action of the City Council**

### **Scope of activities:**

**‘...to consider the operations of the various city departments (including the school department) and make recommendations to the City Manager, City Council and School Board where consolidations, cooperation or other changes might be to the benefit of the city.’**

### **Meeting August 23, 2005**

#### **Members:**

Bardwell, Ray Citizen-at-large

Present- spurroad@aol.com

DeDe, Doug, Councilor & Chair

Present- d.dede@ci.dover.nh.us

Grady, Doris, School Board Member

Present – [educ76@comcast.net](mailto:educ76@comcast.net)

Joyal, Mike, City Manager

Present – m.Joyal@ci.dover.nh.us

O’Connor, John, Superintendent of Schools

Present – john.oconnor@dover.k12.nh.us

Mebert, Carolyn, School Board Member & Co-Chair

Present – cmebert@comcast.net

Perry, Otis, Councilor

Away \_ [GFPM@comcast.net](mailto:GFPM@comcast.net)

Also present:

Dr. O’Connor presented a spreadsheet showing the Facilities Budget of the School Department listing the employee numbers, as well as the names and the various elements of compensation paid with a total per individual, totaled to the bottom of the sheet. A sample is attached.

Subsequently City Manager Joyal distributed a Community Services Department Organizational Structure outline of the Facilities Grounds & Cemetery activity in a completely different mode. Also included was an organizational chart illustrating the administrative breakdown of the entire Community Services Departmental Administration. These were accompanied by a listing of the basic structure and wages of the total activities by category totaled at the bottom to show the grand total of appropriations for this activity. This sheet was supported by a narrative showing the total scope of the buildings and grounds maintained and job descriptions of the employees within this category. A sample is attached.

DeDe pointed out that the approaches taken by each (O’Connor and Joyal) were very different and this observation was also commented upon by Perry.

Joyal asked what we would like to see.

DeDe Responded that locations of work and amount of work done in each area would be a subject worthy of a side by side comparison all in the same format for purposes of direct comparison.

Bardwell asked if there was a list of all city buildings

Mebert asked if custodians worked extra hours. MJ yes.

Perry commented that it would be appropriate to evaluate the numbers of people in middle management supervising these activities, inasmuch as this might be the area where savings could be found.

Mebert asked if that meant more focus on the area of management

Perry responded Yes, that this may be the area where the greatest efficiency could be found.

Mebert said that it would be necessary to verify the various areas of management responsibilities.

Joyal interjected that caution was needed in the use of different titles, because while some may supervise, they may not be considered management, just that they are workers who, as leaders, provide some supervision and direction, but are in fact, workers.

Dr Oconnor commented that if there WERE a facilities coordinator it would be necessary to choose to whom that individual would report, and further that it would not be acceptable to relinquish the control of what happens in these buildings that are frequented by over 2000 customers a day. These remarks were reinforced but the additional commentary did not change the basic nature of the first comment on the need for control on the part of the School Superintendent.

Perry replied that it was unfortunate that at this early juncture that a line in the sand would be drawn with regard to authority. He added that any reorganization always had to involve some sacrifice of control, and it would be more beneficial to the purposes of this committee to look objectively at alternatives without prior bias. Perry compared the School Board and the Council in their roles of control, and noted that the School Board has direct authority while the Council has indirect authority, though it was stated in different words.

Bardwell interjected, hold on... sees both sides and wonders about putting custodians on both sides under the school?

DeDe asked All custodians working under the school department???

Joyal said it could be looked at. He further added that there are some anomalies that have evolved in the specific jobs that are done, and other duties have evolved in the custodial activity. It would be more difficult to define custodial work inasmuch as these specific requirements have surfaced and become part of the regimen, but vary by building and activity.

DeDe commented... so there are custodial .'...and other...' duties as part of the job description then? MJ yes.

Mebert interjected that activities don't address the issues of management and the synergy discussed.

Bardwell mentioned that public works were in charge of Recreation in the past as an example of consolidations. He further thought it might work to put all custodians together.

Joyal responded that it was his job definition to manage and it would be inappropriate to assume that 'we' can eliminate facilities and grounds superintendents, since these people also contribute to the actual work done, they aren't as mentioned before, just supervisors. Furthermore '...there is a need for a chain of

command...'. I can't change that. It is a fact that some duplications may exist, but Education is one Service of the City and Community Services is another (distinct) service of the City.

O'Connor replied...'Mike just said: '...I can't give up control...'. Two administrators are now saying the same thing.

Mebert asked if all the custodians were in the same union.

Yes. However, there are different contracts and a combination would ensure that the richest contract would be come THE contract.

Joyal added that the school is not a 'department' in the state's eyes, and the School Department has autonomy even tho the Council has bottom line budget authority

Grady asked if Joyal thought the School Department was a department under the city manager. Ans NO. Joyal said '...I can't tell the school what to do...'

Grady offered that she feels that there needs to be a reason if change would be made and asked further if there is any situation that brought this resolution (that established the committee) to being? Grady sees purchasing as the sole area that might benefit.

O'Connor asked as to the Charter's position.

Perry read a section of Charter that established the ability of the Council to form the committee.

O'Connor commented that it was unfortunate that his comments were characterized as '...a line in the sand...'. Further that it was really a reflection on the need for divisional autonomy.

Bardwell said we'd probably do better to simply focus on purchasing.

DeDe again commented on the fact that the two presentations at the beginning of the meeting were so different, because neither thought to do it the same way. This is a culture. It can be addressed. What really needs to be evaluated, is the needs of the customer. Each building has needs, and those needs are dictated by the building and the facilities needs in terms of servicing the customers. If the approach is taken that the needs of the buildings' customers will dictate the priorities, it is inconceivable that there is no human in the City of Dover capable of administering a staff to meet all of the needs dictated by each facilities' customer needs, and that such a person could function reporting to both the City Manager and the School Superintendent in the context of the needs of the building's customers versus the personal preferences of either administrator.

Joyal comments that we are dealing with reality here and we need to realize that we are working with unionized staffs.

Grady asked Joyal if he knew of any communities that had done this? The whole concept of saving money by synergy may exist someplace and perhaps Mike could look into it and get back to us? Grady

commented further that people have great difficulty with change. If we look at another community that has done this we may find a way.

Joyal says he can look into it.

O'Connor agrees that it can be looked into.

Grady adds and if they consolidate, do they save or spend more? Grady comments that there is an election in November and WE might not BE here.

The meeting adjourned at 8:50 am. The next meeting date/time will be announced but will not be in the morning because of the school schedule.

Respectfully Submitted,  
Doug DeDe, Chair