CITY OF NEWTON

IN BOARD OF ALDERMEN

PROGRAMS AND SERVICES COMMITTEE REPORT

WEDNESDAY, NOVEMBER 9, 2011

Present: Ald. Sangiolo (Chairman), Baker, Hess-Mahan, Merrill, Blazar, Linsky, Rice;

absent: Ald. Fischman

City Staff: Dori Zaleznik (Commissioner, Health and Human Services), Robert Rooney (Chief Operating Office), John Macgillivray (Veterans Services Officer), Ouida Young (Assistant City Solicitor), Stephanie Gilman (Commissioner of Public Buildings), Arthur Cabral (Budget and Projects Specialist; Public Buildings Department), Bruce Proia (Chief of Fire), Tom Lopez (President of the Firefighters Union), Lou Taverna (City Engineer), David Turocy (Commissioner of Public Works), and Josh Morse (Facilities and Operations Supervisor; Public Buildings Department)

Appointment by His Honor the Mayor

#277-11 MARVA SEROTKIN, 31 Brooks Avenue, Newtonville, appointed to the

Advisory Council of Health and Human Services for a term of office to expire December 1, 2014 (60 days 12/02/11). [09/26/11 @9:37AM]

ACTION: APPROVED 6-0 (Rice not voting)

More Marva Serotkin has lived in Newton for 26 years and has focused her career in the area of public health. She shared that she is impressed by the staff and scope of services provided by the department and that she would like to be involved in such a crucial city function. Dori Zaleznik, Commissioner of Health and Human Services, expressed her support for the appointment, stating that Ms. Serotkin is a fabulous choice. Ald. Linsky then moved approval of the item which carried unanimously.

Public Hearing held Nov. 9, 2011:

#296-11

HIS HONOR THE MAYOR submitting a reorganization plan pursuant to City Charter §6-2 to change the assignment of responsibility of the Inspector of Weights and Measures from the Veterans' Services Department to the Department of Health and Human Services. [10-11-11@4:40PM] N. B. The Committee shall not more than 30 days from today (11/16/11) hold a public hearing on the proposed reorganization and shall report no later than the second regular meeting of the Board of Aldermen following the hearing either that it approves or that it disapproves of the plan; said reorganization shall become effective ninety days (1/12/12) after the date it is received by the Board unless the Board has prior to that date voted to disapproved the plan or unless a later effective date is specified in the plan.

ACTION: APPROVED 7-0

NOTE: Commissioner Zaleznik, Health and Human Services, joined the table for the presentation of this item, along with Bob Rooney, Chief Operating Officer, and John MacGillivray, Veterans Service Officer. It was explained that the plan for the Inspector of Weights and Measures and the Licensing Board is to assign them both under the control of the Health and Human Services Department. The idea that the Licensing Board would be combined into the Health Department was met with little disagreement. It was the consensus that it does make sense to have all the licenses distributed from the same location and, since the Health department does have some involvement with certain licensing already, it should be a smooth transition. In order to take on this additional administrative task, the Health Department has deputized the City Clerk's office with the issuance of burial permits. It was also mentioned that since Pat Sweeny, Veteran Service Officer, is retiring and that the administrative functions of the Licensing Department could and should be taken over by Health Department staff.

Regarding the Inspector of Weights and Measures, Ald. Hess-Mahan inquired as to why this function isn't being transferred to the Inspectional Services Department. It was explained by Ouida Young, Assistant City Solicitor, that the current Inspector has been trained and serves as the hearing officer and, per statute, the hearing officer cannot be a member of the building department. With the option of the building department off the table, it makes the most sense for the Inspector to be under the control of the Health Department.

Mr. Rooney addressed the committee explaining that the impetus for this change came from the desire to streamline certain processes that make sense being completed together. For example Mr. Macgillivray is charged with some responsibilities that need not be assigned to him and which could and should easily be managed by members of the Health Department, leaving him to focus on Veterans Services.

The remainder of the discussion revolved around where the Health Department staff would go and how Mr. Macgillivray would have his own office that would provide the privacy required for Veterans coming in for assistance. It was determined that this would be discussed in greater depth in the future at the Reuse Committee level but that it would be agreeable for Mr. Macgillivray to take over the Inspector of Weights and Measures' office as his own private office, and have his current office be occupied by Anna Gonzalez, Human Services, and a couple staff members of the Health Department to manage the administrative needs of the Licensing Commission.

Public Hearing held Nov. 9, 2011:

#297-11 HIS HONOR TH

HIS HONOR THE MAYOR submitting a reorganization plan pursuant to City Charter §6-2 to change the assignment of responsibility of the Licensing Board of Commissioners Administrative Director/Agent from the Veterans' Services Department to the Department of Health and Human Services. [10-11-11@4:40PM]

N. B. The Committee shall not more than 30 days from today (11/16/11) hold a public hearing on the proposed reorganization and shall report no later than the second regular meeting of the Board of Aldermen following the hearing either that it approves or that it disapproves of the plan; said reorganization shall become effective ninety days (1/12/12) after the date it is received by the Board unless the Board has prior to that date voted to

disapproved the plan or unless a later effective date is specified in the plan.

ACTION: APPROVED 7-0

NOTE: This item was discussed jointly with item #296-11. For details please see the above note.

#357-10(2) ALD. YATES proposing a change in the proposed rule to eliminate the Committee on Community Preservation: community preservation items relating to housing and recreation shall be referred to the Programs and Services Committee; items relating to historic preservation and open space shall be referred to the Zoning and Planning Committee; all items shall then be referred to the Finance Committee. [12/6/2010 @ 10:57PM]
REPORTED BACK TO PROG/SERV FROM RULES ON 6/8/2011

ACTION: NO ACTION NECESSARY 7-0

NOTE: This item was voted No Action Necessary as the issue has already been addressed in items recently voted out of committee

#334-11 <u>ALD. LENNON & LAPPIN</u> requesting that Article 1 Section 3(6)(d) of the Rules of the Board of Aldermen be amended to raise the limit on budget transfers or appropriations that need only be referred to finance from \$20,000 to \$50,000 and to add language to allow referral of all requests for changes to a funding source for previously discussed items to be referred only to finance.

ACTION: REFERRED TO RULES SUBCOMMITTEE 7-0

NOTE: This item was referred to the Rules Subcommittee and will be discussed at their next meeting. The motion to refer carried unanimously.

REFERRED TO PROG & SERV, PUBLIC FACIL. AND FINANCE COMMITTEES

#367-10 <u>HIS HONOR THE MAYOR</u> requesting authorization to appropriate an amount not to exceed five million dollars (\$5,000,000) from bonded indebtedness for the following:

(B) installation of up to six modular classrooms at five elementary schools as well as the addition of permanent classrooms and renovations to the core of F.A. Day Middle School. [11/29/10 @ 3:23 PM] *Note:* Seventy-five thousand dollars (\$75,000) of the \$5 million was approved on December 20, 2010 for site plan design work for modular classrooms at Horace Mann, Zervas, and Burr Elementary Schools and \$923,375 for installation of one modular classroom at Burr Elementary School, one modular classroom at Horace-Mann Elementary School, and two modular classrooms at Zervas Elementary School was approved on July 11, 2011.

367-10(B2) – \$4,001,625 (remaining balance) for renovations to the core of F.A. Day Middle School and sprinkler systems

NOTE: Item amended to reflect the following requests for funding from the remaining \$4,001,625:

#367-10(B2A) – Eighty-six thousand five hundred forty-five dollars (\$86,545) of the remaining \$4,001, 625 for additional expenses related to the construction and installation of the four modular classrooms for the Horace Mann, Zervas, and Burr Elementary Schools.

PUBLIC FACILITIES APPROVED 8-0 on 11/09/11 APPROVED 3-0-1 (Sangiolo abstaining)

#367-10(B2B) One hundred two thousand one hundred seventeen dollars (\$102,117) of the remaining \$4,001,625 for the design of sprinkler systems for the Horace Mann, Zervas, and Burr Elementary Schools. **PUBLIC FACILITIES APPROVED 7-0-1 (Lappin abstaining on 11/09/11**

APPROVED 3-0-1 (Sangiolo abstaining)

#367-10(B2) – \$3,812,963 (remaining balance) for renovations to the core of F.A. Day Middle School and sprinkler systems
PUBLIC FACILITIES HELD 8-0 ON 11/09/11
HELD 4-0

NOTE: For a detailed account of this discussion please see the Public Facilities report.

Respectfully Submitted,

Amy Sangiolo, Chairman

MARVA SEROTKIN

EXPERIENCE:

1997 - Present

PRESIDENT AND CHIEF EXECUTIVE OFFICER

The Boston Home, Boston, MA.

Chief Executive of specialized long-term care organization for adults with disabilities.

Reorganized and revitalized management and clinical team and processes. Strategic planning led to implementation of community-based care management programs, \$9m expansion and renovation of facility, implementation of nationally recognized clinical, quality of life and assistive technology programs. Recent initiatives include implementation of innovative day program, outpatient services, The Boston Home Institute for research, education and advocacy. Compliance and Ethics Committees instituted and oversee key organizational functions led by Board Chairs. Organized first fundraising and community development program leading to significant local and national media coverage. Designated Center of Excellence by NMSS.

1994 - 1997 PRESIDENT AND CHIEF EXECUTIVE OFFICER

Cura Visiting Nurse Association, Inc., Plymouth, MA.

Chief Executive of comprehensive home health and community services organization serving 11 towns in southeastern Massachusetts.

- Managed financial turnaround with positive bottom line after four years of losses.
- Negotiated contracts with hospitals, nursing homes, case management companies.
- · Achieved first JCAHO accreditation.
- Reorganized Board of Directors and implemented Board education program.
- Implemented agency wide QI Program.

1990 - 1993 VICE PRESIDENT, INTEGRATED HEALTH SERVICES

Symmes Hospital, Arlington, MA.

Key administrative officer for new business development including site development and external relations. Managed operating divisions including imaging, plant operations, emergency services, surgical services, rehabilitation services, and ambulatory clinics.

- Co-chair, Lahey-Symmes Steering committee (pre-merger activity), which developed models for integrating functions.
- Led turnaround of Imaging Department: installation of CT scanner, 24 hours turnaround for reports and stabilization of technical staff.
- · Opened physician practice and community education center.

1987 - 1990 CHIEF EXECUTIVE OFFICER

Lemuel Shattuck Hospital, Boston, MA.

Directed 250-bed facility providing acute, rehabilitative, chronic inpatient and outpatient services, 200 bed-shelter for the homeless, school of nursing. Led turnaround of clinical and administrative functions resulting in three year JCAHO accreditation and oversight of several large scale facility modernization projects.

1981 - 1987 VICE PRESIDENT, CLINICAL SERVICES

Carney Hospital, Boston, MA.

Managed clinical services division; continuing care and social work departments; ambulatory care center; emergency department; and three community health centers.

1974 - 1981

ASSOCIATE DIRECTOR (1975 – 1981)

ASSISTANT TO GENERAL DIRECTOR (1974 - 1975)

Children's Hospital Medical Center, Boston, MA.

Managed 12 major support and professional departments. Implemented risk management program and expansion of dialysis unit.

1970 - 1974

ACTING DEPUTY COMMISSIONER (1974)

ASSISTANT DEPUTY COMMISSIONER (1970 - 1974)

Boston Department of Health and Hospitals

Managed fiscal, personnel, and legal functions related to the Division of Community Health Service. As Acting Deputy Commissioner, lead public health, ambulatory and emergency medical services sponsored by City of Boston.

ADDITIONAL LEADERSHIP:

- Chairperson, MA Extended Care Federation (2005-6)
- President, Mass Senior Care Foundation (2007-)
- President of Board, Codman Square Health Center (2006-8)
- President, MA Public Health Association (1993 1994)
- Member, Board of Directors, Evanswood Center for Older Adults (1997 2002)
- Member, NMSS, Long-Term Care Committee (2001)
- Strategic, Planning Committee, Mass. Home and Health Care Association (1994 1996)
- Member, Deborah Noonan Foundation Committee (1989 1993)
- Chair, Brookline Emergency Medical Service Advisory Committee (1878 1986)
- Board Member, Ronald House (1978 1981)
- Board Member, Massachusetts Committee for Children and Youth (1984 1987)
- Preceptor, management interns

AWARDS:

Massachusetts Health Council Annual Award (2008)

CONSULTING ENGAGEMENTS AND LECTURES:

University of Maastricht, The Netherlands (2001); Amodora/Sintra Hospital, Portugal (2003) Eyes Wide Shut: The Status of Long-Term Care in the U.S. and Implications for Public Health American Associations of Homes and Services for the Aging, Nursing Home Guidelines for People with MS (2003)

International Association Homes and Services for the Ageing, Norway (2005): Serving Younger Adults with MS

MS Care-International Perspective, England (2006): <u>Supporting Independence in Long-Term Care</u> National MS Society Conference National Meeting (2008)

EDUCATION:

Master of Public Health, Yale University, New Haven, CT. A.B., Biology/Liberal Arts, Boston University, Boston, MA.

LICENSE AND MEMBERSHIPS:

- American College of Health Care Administrators
- Licensed Nursing Home administrator, MA #2044

ACADEMIC APPOINTMENTS:

Assistant Clinical Professor, Tufts University School of Medicine, (1997-) Course Co-Director, Management and Public Health, (1998 – 1999)



City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100

Telefax (617) 796-1113

TDD (617) 796-1089

E-mail swarren@newtonma.gov

November 9, 2011

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Re: Amendment to Docket Item #296-11 to Assign the Inspector of Weights and Measures to the Health and Human Services Department

Ladies and Gentlemen:

I submit this letter as an amendment to Docket Item #296-11 Submitting a reorganization plan to change the assignment of responsibility of the Inspector of Weights and Measures from the Veterans' Services Department to the Inspectional Services Department.

Subsequent to new information from the City Solicitor, as the hearing officer for code enforcement is an additional duty of the Inspector, MGL 148A, Sect 2, states that such responsibilities cannot reside in the Building Department who may issue such violations. As such, I have reconsidered the assignment of the Inspector to that of Health and Human Services Department.

I appreciate your consideration for this initiative which streamlines our inspectional responsibilities while supporting the Veterans' Services Officer in the execution of his duties.

Sincerely,

Setti D. Warren

Mayor

Encl

Cc: Donnalyn Kahn, City Solicitor

John MacGillvray, Veterans' Services Officer

8 November 11

Reorganization Proposal

Relative to the City of Newton:

Moving Inspector of Weights and Measures

From Veteran Services Department To

Health and Human Services Department

This document serves as the "explanatory memo" as set forth in Sect 6-2 in the City Charter. Its intended use is to explain the reorganization of the Veteran Services Department, moving the Inspector of Weights and Measures to the Health and Human Services Department. Under this proposal, the scope of duties for the Inspector will not change; however the supporting staff and reporting relationship within the City management structure will change.

The duty of the Inspector of Weights and Measures is to ensure all measuring, metering, or scanning devices, at every point of sale, are maintained within the State standards for accuracy. As required by statute, the Inspector checks accuracy and seals annually, all weighing and measuring devices in the City. The Inspector is State-certified by the Division of Standards and participates in educating proprietors about new laws and the importance of correct pricing. In recent years, this position has reported to the Veterans' Services Officer with support from his assigned administrative staff.

This reorganization is proposed after thorough and thoughtful discussions with several departments in the City, pertaining to the functions, goals, efficiencies and services delivered to citizens in the City of Newton. A review of similar inspection/permitting-type functions were evaluated in the Planning, Inspectional Services, and Health and Human Services Departments. The Veterans' Services Officer, where the Inspector currently resides, possesses no role or expertise in such matters. Therefore, the impetus of this initiative is to (1) streamline the functions of the licensing of business establishments into a department familiar with implementing such tasks as required by State law; (2) create efficiencies in supporting administrative staff; and (3) allow the Veterans' Services Officer to focus soley on affairs that directly support veterans' services here in the City.

- (1) As the Health and Human Services Department currently inspects restaurants, other food establishments, tobacco retailers, swimming pools, recreational camps, garbage transport, etc. the expertise for managing an inspection process is already in place with this department. Further, as the Health and Human Services Department is routinely in establishments to inspect for adherence to health regulations, there is already a familiarity with issues around licensing and enforcement although particular provisions of the laws around commercial buildings and restaurants, the expertise for managing an inspection and enforcement process is already in place with this department.
- (2) There is also economy of scale to be achieved on the administrative support side with this planned reorganization. Staff supporting the Inspector of Weights and Measures will embark on automation of all inspection locations and results recorded every year, working towards a common database to facilitate the operations of the Planning, Fire and Inspectional Services Departments in the course of their daily operations. Once routine inspections can be shared by other departments, shortcomings in a business' operation identified by one group could directly impact the approval of other requests.
- (3) The Health and Human Services Department routinely enforces various State statutes and local Ordinances. Inspection of State and Federal codes and enforcement is particularly relevant to validating weights and measures. This expertise and working knowledge of the requirement to keep records and renew licenses will support this inspection function. Additionally, in the future, should any enforcement actions require a hearing, the Inspector will accommodate this need, as done currently.
- (4) This reorganization proposal allows the Veterans' Service Officer to focus all of his attention on providing services to veterans throughout the community, including working with the State on services that bridge political boundaries to meet their needs (e.g. bus services to get veterans to the VA hospitals) and outreach to ensure all eligible veterans are aware of entitlements and services available.

As detailed in the City Charter Sec 6-2, if approved by the Honorable Board, this reorganization plan will become effective ninety days from the date this plan was received by the Board of Aldermen unless a later date is specified.

Chapter 148A: Code Enforcement Officer

Section 1:

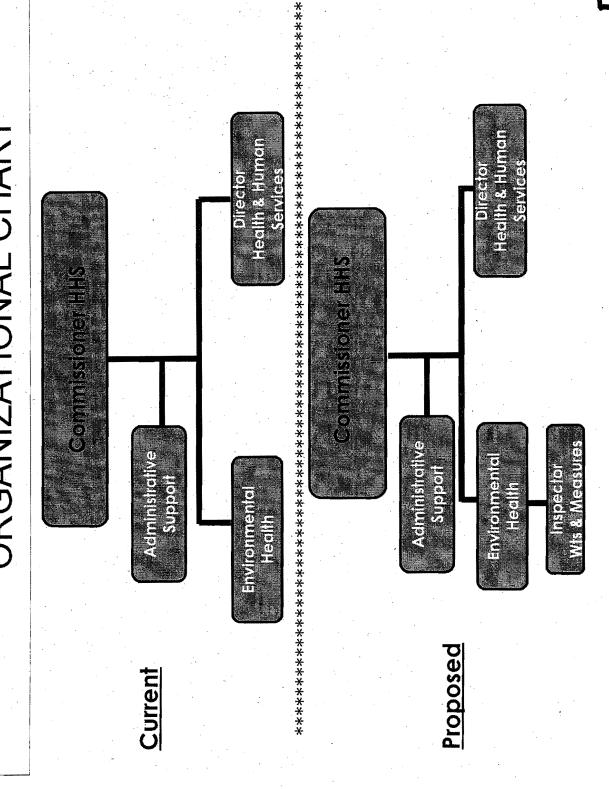
"Municipal hearing officer", a person appointed by the appointing authority of a municipality to conduct requested hearings of code violations pursuant to this chapter.

Section 2:

(c) If the notice is for 1 or more code violations, the alleged violator shall return the notice of violation by mail, personally or by authorized person to the municipal hearing officer and shall, within 21 days, either: (1) pay in full the scheduled assessment; or (2) request a hearing before the municipal hearing officer. Any amounts paid shall be payable to the city or town, as the case may be. If the alleged violator requests, in a timely manner, a hearing before the municipal hearing officer, the municipal hearing officer shall schedule a hearing not later than 45 days after receiving such hearing request. The municipal hearing officer shall duly notify the alleged violator of the date, time and location of the hearing. In no case shall the hearing officer, so designated, be an employee or officer of the fire department or building department associated with the code enforcement officer who issued the notice of violation. The hearing by the municipal hearing officer shall be informal and the formal rules of evidence shall not apply.

ENCL B

HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART





City of Newton, Massachusetts Office of the Mayor

Telephone (617) 796-1100
Telefax (617) 796-1113
TDD (617) 796-1089



October 11, 2011

Honorable Board of Aldermen Newton City Hall 1000 Commonwealth Avenue Newton, MA 02459

Re: Reorganization of Veteran Services Department: Licensing Administrative Director/Agent

Ladies and Gentlemen:

This letter is submitted as a request under Sec. 6-2 of the City Charter ("Reorganization Plans by Mayor") for your review, to change the assignment of responsibility of the Licensing Board of Commissioners Administrative Director/Agent from the Veteran Services Department to the Health and Human Services Department.

This change has been recommended by a group consisting of several department heads and a member of the Honorable Board who studied various reorganization options in order to streamline administrative functions and allow for improved services for veterans in our community. While this item stands on its own merits, it is part of a wider plan designed to optimize the services we provide our community while reducing administrative costs.

Thank you for your consideration of this matter. I look forward to discussing this initiative with you.

Very truly yours,

Selti D. Warren

Mayor

Encl.

Reorganization Proposal

Relative to the City of Newton:

Moving Licensing Administrative Director

From Veteran Services Department To

Health and Human Services Department

NEWTON, MA. 021sharted

This document serves as the "explanatory memo" as set forth in Sect 6-2 in the City harter. Its intended use is to explain the reorganization of the Licensing Commission's Administrative Director/Agent from the Veteran Services Department to the Health and Human Services Department. Under this proposal the scope of duties for the Administrative Director/Agent will not change, however the assigned and supporting staff in addition to the reporting relationship within the City management structure will change.

The duties of the Licensing Board of Commissioners is to grant the Common Victualler and Alcohol Licenses in accordance with MGL chapter 138 and 140 and enforcing their rules and regulations pertaining to licenses under their jurisdiction. A City staffer, referred to as the Administrative Director/Agent supports the Commission in the execution of the regulations and State laws, and coordination with various interested departments; Health and Human Services, Inspectional Services, and the Fire Department. This is currently the duty of the Veterans' Service Officer with further a support from administrative staff.

This reorganization is proposed after thorough and thoughtful discussions with several departments in the City, pertaining to the functions, goals, efficiencies and services delivered to citizens in the City of Newton. A review of similar inspection-type functions were evaluated in the Planning, Inspectional Services, and Health and Human Services Departments. The Veterans' Service Officer, where licensing administration currently resides, possesses no role or expertise in such matters. Therefore, the impetus of this initiative is to (1) streamline the functions of the licensing of business establishments into a department familiar with implementing such tasks as required by State law, (2) create efficiencies in supporting administrative staff, (3) ensure that more than one person has a depth of knowledge of licensing and procedures so that work can continue during normal vacations or in the event of a

longer absence, and (4) allow for the singular focus of the Veterans' Service Officer on affairs that directly support veterans' services here in the City.

(1) As the Health and Human Services Department currently licenses restaurants, other food establishments, tobacco retailers, swimming pools, recreational camps, garbage transport, etc. the expertise for managing a licensing process is already in place with this department. Further, as the Health and Human Services Department is routinely in establishments to inspect for adherence to health regulations, conforming to regulations around the sale and consumption of alcohol is similar to current responsibilities making it a subset of their current inspectional demands. Thus there is already a familiarity with issues around licensing and enforcement although particular provisions of the laws around alcohol and responsibilities of the Board of License Commissioners and the Alcoholic Beverages Control Commission (ABCC) would need to be learned.

There is also economy of scale to be achieved on the customer side with this planned reorganization. Currently, a businessperson looking to open a restaurant visits Inspectional Services and Planning for zoning questions, the Health Department with food licensing issues, Veterans for alcohol licensing, and Fire. Similarly, a customer seeking a one-day permit for a company barbecue at the Cove needs to go to Parks and Recreation, Health, Licensing Commission and Fire. If at least the food and alcohol requests could be handled in one department, the process would be streamlined for the applicant.

Recently, the processing of burial permits was transferred from the Health and Human Services Department into the Clerk's Office, where the issuance of death certificates also occurs, creating a one-stop for someone seeking to take care of such business. As such, Health and Human Resource staff has capacity to accommodate the licensing demands, which is a close fit to their current duties. Support to the License Board of Commissioners would continue by the Health and Human Services Department, to include the publishing of their meeting minutes, while providing redundancy by City staff familiar with the agenda items.

(2) Full time dedicated administrative support staff (Veteran Services Contact Officer) will be dropped by this explicit title and combined with a broader range of support staff provided by the Health and Human Services Department. This staff will embark on automation of all licenses currently processed every year, working towards a common database to facilitate the operations of the Planning, Fire and Inspectional Services Departments in the course of their daily operations. Conversely, routine inspections by other departments will be documented

and shared for a business' operation, which could have direct bearing on the approval of a license application.

- (3) The Health and Human Services Department routinely enforces various State statutes and local Ordinances. Licensing the sale of tobacco products and enforcement is particularly relevant to alcohol licensing. This expertise and working knowledge of the requirement to keep records and renew permits and licenses will support the licensing function should there be a need to provide coverage by other staff.
- (4) This reorganization proposal allows the Veterans' Service Officer to focus all their resources on providing services to veterans throughout the community, including working with the State on services that bridge political boundaries to meet their needs (e.g. bus services to get veterans to the VA hospitals) and outreach to ensure all eligible veterans are aware of entitlements and services available.

As detailed in the City Charter Sec 6-2, if approved by the Honorable Board, this reorganization plan will become effective ninety days from the date this plan was received by the Board of Aldermen unless a later date is specified.

<u>Explanatory Memo -- amendments to ordinances in connection with</u> reorganization of the Board of License Commissioners and the Health and Human Services Department

This reorganzation plan requires one ordinance amendment, as follows:

1. section 12-18 – delete the present text of subsection (d) and insert the following new text

This amendment is illustrated below ("strikeout" shows text proposed to be deleted; underscoring shows text proposed to be added)

Sec. 12-18. Department established.

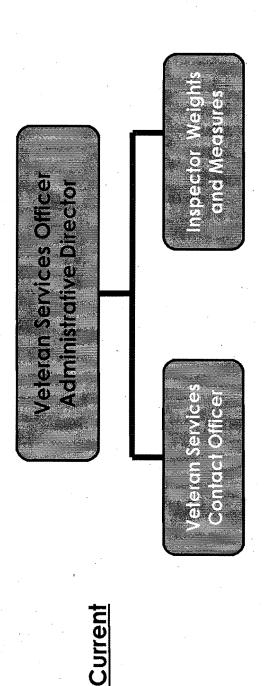
- (a) There is hereby established a health and human services department which shall be under the charge of the commissioner of health and human services.
- (b) The department shall carry out all public health functions of the city.
- (c) The department shall carry out human services functions whose purpose shall be to foster, through community effort or otherwise, goodwill, cooperation and conciliation among the groups and elements of the inhabitants of the city. The department shall work towards the enrichment of the lives of all the citizens of Newton by promoting programs that develop better understanding among persons of different races, sexes, ages, colors, religious and ethnic groups, and which shall help create better communication among all of the residents of the city. The department shall operate a volunteer services program.
- (d) The department shall coordinate the functions of the following boards and commissions, and shall aid in implementing their policies and programs: human rights commission and its advisory council; youth commission and its advisory board; and advisory council of health.
- (d) The department shall coordinate the functions of the following boards and commissions, and shall aid in implementing their policies and programs: human rights commission and its advisory council; youth commission and its advisory board; advisory council of health; and the board of license commissioners.

Cross references—Inspections of food sold by hawkers and peddlers, § 17-42; Human Rights
Commission § 12-50 et seq.; Youth commission § 12-60 et seq; Advisory Council of Health § 12-20.

State law references— G.L. c. 111 generally; G.L. c. 111 sections 26A to 26E: G.L. c. 138 generally.



VETERAN SERVICES DEPARTMENT ORGANIZATIONAL CHART



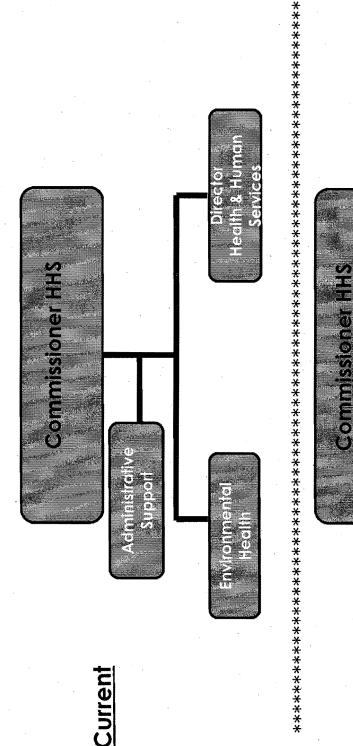
Proposed

Veteran Services Officer

NEWTON, MA. 02159

TH OCT II P S IN

HEALTH AND HUMAN SERVICES ORGANIZATIONAL CHART



Proposed

Administrative Directo