



**CITY OF SOMERVILLE, MASSACHUSETTS**  
**Office of Strategic Planning and Community Development**  
**JOSEPH A. CURTATONE, MAYOR**

**Office of the Executive Director**

**MEMORANDUM**

**TO:** Joseph A. Curtatone, Mayor  
**FROM:** Monica R. Lamboy, Executive Director  
**DATE:** November 23, 2010  
**SUBJECT:** ISD Organizational Review

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The Office of Strategic Planning & Community Development (OSPCD) respectfully requests that you forward to the Board of Aldermen (BOA), the final Organizational Review of the Inspectional Services Division for their review and comment. This study was initiated earlier this year when the BOA authorized the transfer of funds within the ISD budget. The Organizational Report represents a comprehensive analysis of the needs of the division and includes over 100 specific recommendations on how to improve its operation.

**BACKGROUND**

This study was performed by Zucker Systems of San Diego, CA, a firm that was secured through a formal RFP process. Zucker Systems is a consulting service that specializes in the analysis of planning, building and community development functions and related departments. They have worked with government clients for the past 28 years and are the leader in this specialized field. They came highly recommended by several jurisdictions that had worked with them in the past.

Paul Zucker and his colleague David Martinez came to Somerville for site visits in July and August 2010. They worked closely with City staff and solicited input and observations from customers and policy makers. This report is based on a thorough analysis of existing data records, observations, and interviews. The final product is a balanced examination of the existing ISD organization and processes, and recommendations to create a more efficient, modern and effective permitting and code enforcement system for the City of Somerville.

The study covers a number of important topics including organizational structure, communication, code of conduct, plan review, inspections, code enforcement, and sanitary code enforcement.

**RECOMMENDATION**

It is recommended that the Board of Aldermen review the *ISD Organizational Study*.