



CITY OF SOMERVILLE, MASSACHUSETTS
DEPARTMENT OF INFRASTRUCTURE & ASSET MANAGEMENT
MAYOR KATJANA BALLANTYNE

RICHARD E. RAICHE, PE, PMP, MCPPO
DIRECTOR OF INFRASTRUCTURE & ASSET MANAGEMENT

Date: December 8, 2025
To: Honorable City Council
From: Rich Raiche, Director IAM
RE: Water and Sewer Department Restructuring

Dear Honorable City Council,

In 2016, the Curtatone Administration issued several Administrative Orders that reorganized several city functions and formally created new departments and reporting structures. Administrative Order 2016-A01 established the Water and Sewer Department under the supervision of the Director of Water and Sewer. That Order removed water and sewer operations and maintenance functions as elsewhere defined in the Ordinance from the Department of Public Works and assigned them to the new department. Administrative Order 2016-A02 established the Capital Planning and Engineering Department under the supervision of the Director of Capital Planning and Engineering and with two divisions, the Capital Projects Division and the Engineering Division each under the supervision of a division director. That Order removed engineering functions as elsewhere defined in the Ordinance from the Department of Public Works and assigned them to the new department. While these Orders did not establish any formal reporting structures between the Water and Sewer Department and the Capital Planning and Engineering Department close connections existed between the two departments and department directors collaborated closely. (The 2019 Administrative Order also established two other departments not pertinent to this communication.)

The Fiscal Year 2020 budget rebranded the Capital Planning and Engineering Department as the Department of Infrastructure and Asset Management (IAM), assuming all the duties outlined in the 2016 Administrative Order and expanding IAM's scope and mission to better address the City's growing portfolio of infrastructure improvement projects resulting from decades of underinvestment and lack of preventative maintenance. That name change and expanded duties were never formalized in an Administrative Order but persisted through the budget process annually. The informal collaboration between IAM and the Water and Sewer



Department also persisted to varying degrees of success as the leadership team in Water and Sewer changed several times while IAM's leadership team remained relatively stable.

Recommendation

Based on the experience of the past four years, the Ballantyne Administration recommends that the incoming Wilson Administration and the City Council consider restructuring the organization as follows:

- Formally establish the Department of Infrastructure & Asset Management replacing the Capital Planning and Engineering Department;
- Maintain the Capital Projects Division and the Engineering Division under IAM as previously defined;
- Make Water and Sewer a Division under IAM, maintaining all the duties previously defined for the Water and Sewer Department;
- Redefine the current Water and Sewer Department Director position to the Director of Water and Sewer Operations, removing administrative and billing duties, focusing solely on system operations and maintenance, and reporting to the Director of IAM;
- Eliminate the Water and Sewer Director of Finance and Administration position;
- Shift the duties of that position to the IAM Director of Finance and Administration which will be supported by Utility Billing Manager and Service Operations Manager positions approved in the FY2026 budget; and
- Adopt the reporting structure for IAM and the three divisions as illustrated in the attached organization chart.

At the time of this writing, both the Director of Water and Sewer and the Water and Sewer Director of Finance and Administration positions are vacant, and the recruitment team is having difficulty finding qualified candidates for those positions. The current Water Superintendent is serving as interim Director of Water and Sewer and the current IAM Director of Finance and Administration is serving as interim Water and Sewer Director of Finance and Administration in addition to covering IAM duties. This reorganization will continue the work that the IAM Director of Finance and Administration has started under the interim structure to improve administration and billing. This reorganization will also focus the search for Director of Water and Sewer Operations and improve the chances of recruiting and retaining a successful candidate by narrowing the experience and skillset required for the position. And finally, this reorganization will formalize the relationships between IAM and Water and Sewer that have proven the most effective over the past several years.