



# Organization Structure and Staffing Assessment

Town of Carrboro, North Carolina - Town Council Meeting  
Presentation

September 12, 2024





# Baker Tilly Project Team



**Caitlin Humrickhouse**  
Director, Public Sector

E: [caitlin.humrickhouse@bakertilly.com](mailto:caitlin.humrickhouse@bakertilly.com)



**Allison LeMay**  
Senior Manager

E: [allison.lemay@bakertilly.com](mailto:allison.lemay@bakertilly.com)



**Isaac Bales**  
Manager

E: [isaac.bales@bakertilly.com](mailto:isaac.bales@bakertilly.com)



**Woody Battle**  
Manager

E: [woody.battle@bakertilly.com](mailto:woody.battle@bakertilly.com)



**Elliot Hallett**  
Senior Consultant

E: [elliott.hallett@bakertilly.com](mailto:elliott.hallett@bakertilly.com)



**DJ Hutcherson**  
Consultant

E: [dj.hutcherson@bakertilly.com](mailto:dj.hutcherson@bakertilly.com)



Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms. The name Baker Tilly and its associated logo is used under license from Baker Tilly International limited. The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2024 Baker Tilly Advisory Group, LP





# Recognizing Carrboro's internal project team

Baker Tilly received timely, high-quality support from the Town's Steering Committee and employees who helped administer and participate in the Town's Organization and Staffing Assessment.

Baker Tilly requested multiple virtual interviews with many individuals. The project team seamlessly managed the Town's and our time to make these meetings possible as well as multiple document requests, planned and unplanned, all while keeping focus of the importance of project objectives.

***We appreciate your assistance and professionalism during this engagement.***





# Executive Summary

- Baker Tilly was engaged to assess **organizational structure, staffing, and efficiency**, aiming to improve operations and ensure a high quality of service within the Town.
- Our team conducted document reviews, interviews, and focus groups, providing town-wide and department-specific recommendations aligned with best practices and the Carrboro Connects Comprehensive Plan key pillars.





# Baker Tilly Approach



## Phase I – Listen

**Activities:** Held Kick-off Meeting, Scheduled Fieldwork, Compiled and Issued Information Request & Created Scripts for Fieldwork



## Phase II – Learn and Compare

**Activities:** Gathered Data and Obtained Input / Reviewed Management Practices, Conducted interviews with Department Leadership and Employees



## Phase III – Diagnose

**Activities:** Conducted Organizational and Operational Analysis, Business Processes and Best Practices Research



## Phase IV – Documented Opportunities (Reporting)

**Activities:** Prepared Draft and Final reports



# **Recommendations and Immediate Next Steps**



# Summary of Division Recommendations and Timelines

Department	Number	Recommendation Description	Implementation Timeline
Town-Wide	#1	Streamline Requests from Town Council and Town of Carrboro Residents	<6 months (Implementation steps 1–4)
	#2	Enhance Operational Efficiency and Staff Well-Being through Meeting Management Reform	<6 months (Implementation steps 1–5)
	#3	Perform a Classification and Compensation Study	6 – 12 months (Implementation steps 1–4)
	#4	Formalize Workforce Planning Strategy to Preserve Institutional Knowledge and Continuity	6 – 12 months (Implementation steps 1–4)
Town Manager’s Office	#5	Hire a Sustainability Officer	6 – 12 months (Implementation steps 1–5)
	#6	Hire an In-house Town Attorney	12 – 18 months (Implementation steps 1–6)
	#7	Hire Administrative Support Roles to Improve Personnel and System Efficiencies	<ul style="list-style-type: none"> <li>12 - 18 Months (Assistant to the Town Manager, and Administrative Assistant II, Implementation steps 1-2)</li> <li>18+ Months (Assistant Town Manager, Implementation steps 3-5)</li> </ul>
Fire and Rescue Department	#8	Restructure for Optimal Fire Department Staffing	6 – 12 months (Implementation steps 1–5)
	#9	Enhance Recruitment and Retention Strategy	12 – 18 months (Implementation steps 1–5)
Police Department	#10	Strengthen Police Department Staffing, Training, and Resource Allocation	12 – 18 months (Implementation steps 1-6)
Human Resources Department	#11	Hire a Safety Officer	6 – 12 months (Implementation steps 1-5)
	#12	Develop a Comprehensive Wellness Program	6 – 12 months (Implementation steps 1-5)





# Summary of Division Recommendations and Timelines, Cont.

Department	Number	Recommendation Description	Implementation Timeline
Public Works Department	#13	Hire a Building Maintenance Specialist	6 – 12 months (Implementation steps 1-5)
	#14	Hire Two Additional Maintenance/Construction Worker I-III's	6 – 12 months (Implementation steps 1-6)
	#15	Restructure Street Maintenance and Landscaping Grounds and Hire a Landscaping and Grounds Supervisor	6 – 12 months (Implementation steps 1-4)
Planning Department	#16	Hire a Deputy Planning Director	6 – 12 months (Implementation 1-4)
	#17	Hire an Assistant to the Planning Director	6 – 12 Months (Implementation steps 1-4)
	#18	Restructure Department to Improve Operational Efficiency	6 – 12 months (Implementation steps 1-6)
Town Clerk's Office	#19	Purchase a Specialized Public Records Request Software	18+ months (Implementation steps 1-5)
Finance Department	#20	Modernize Financial Practices and Systems Through Automation, Integration, and Standard Operating Procedures (SOPs)	6 – 12 months (Implementation steps 1-7)
Information Technology Department	#21	Optimize Departmental Efficiency for Role Realignment and Technological Integration	12 - 18 months (Implementation steps 1-5)
Recreation, Parks, and Cultural Resources (RPCR)	#22	Prioritize Seasonal Help to Supervise After-hour Events and Activities	6 - 12 months (Implementation steps 1-4)
	#23	Hire a Program Coordinator to Enhance Arts, Events, and Cultural Programming	12 – 18 months (Implementation steps (1-4)
Economic Development Department	#24	Hire an Economic Development Specialist	6 – 12 months (Implementation steps 1-3)
Communication and Engagement Department	#25	Prioritize and Outsource Multimedia Documentation and Translation Services to Enhance Strategic Planning	6 – 12 months (Implementation steps 1-3)







# Summary of Division Headcount Changes

Staffing Recommendations	Department	Full-Time Equivalent
Administrative Assistant II	Town Manager’s Office	+1.0
Assistant Town Manager	Town Manager’s Office	+1.0
Assistant to the Planning Director	Planning Department	+1.0
Assistant to the Town Manager	Town Manager’s Office	+1.0
Building Maintenance Specialist	Public Works Department	+1.0
Chief Sustainability Officer	Town Manager’s Office	+1.0
Deputy Planning Director	Planning Department	+1.0
Economic Development Specialist	Economic Development Department	+1.0
Fire Inspector	Fire Department	+1.0
Landscaping and Grounds Supervisor	Public Works Department	+1.0
Maintenance/Construction Worker I-III	Public Works Department	+2.0
Program Coordinator	Recreation, Parks, and Cultural Resources	+1.0
Safety Officer	Human Resources Department	+1.0
Social Worker	Police Department	+1.0
Town Attorney	Town Manager’s Office	+1.0
<b>Total:</b>		<b>+16.0</b>





# Town-wide Recommendations

## 1. Streamline Requests from Town Council and Town of Carrboro Residents

We recommend the Town reinforce existing communication channels and centralize Town Council requests through the Town Manager's Office to ensure efficient coordination and alignment with strategic priorities.

## 2. Enhance Operational Efficiency and Staff Well-Being through Meeting Management Reform

We recommend streamlining meetings and managing after-hour commitments by prioritizing essential meetings, leveraging virtual communication tools, and fostering a culture that values efficient use of time to enhance productivity and staff well-being.

## 3. Perform a Classification and Compensation Study (In-progress)

We recommend the Town collaborate with the Human Resource Department or a third party to conduct a comprehensive review of the classification and compensation structure, ensuring job titles, roles, and pay plans align with market standards and support the Town's strategic objectives.

## 4. Formalize Workforce Planning Strategy to Preserve Institutional Knowledge and Continuity

We recommend creating a workforce planning strategy that identifies critical position needs, addresses skill gaps, and integrates DEI principles to ensure an inclusive and effective succession plan.



# Discussion

# Thank You

**Please contact the Baker Tilly Development and Community Advisory (DCA) team with your future inquiries. We look forward to continuing to work with you.**

The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. Tax information, if any, contained in this communication was not intended or written to be used by any person for the purpose of avoiding penalties, nor should such information be construed as an opinion upon which any person may rely. The intended recipients of this communication and any attachments are not subject to any limitation on the disclosure of the tax treatment or tax structure of any transaction or matter that is the subject of this communication and any attachments. Baker Tilly US, LLP, trading as Baker Tilly, is a member of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. © 2022 Baker Tilly US, LLP

