

Town of Hampden
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TO: Town Council
FROM: Angus Jennings, Town Manager
DATE: June 7, 2016
RE: Proposed staffing changes in FY17 Town Budget

As part of my proposed FY17 Town Budget, I have proposed a couple of changes to the Town organizational chart that I believe would improve our service to the community. Tonight's meeting is intended to allow for a discussion of these proposed changes.

The most significant change is my proposal to restore a full-time Town Planner position, and to eliminate the Community and Economic Development Director position.

As you know, as recently as 2015 the Town employed both a full-time Town Planner and a full-time Community and Economic Development Director. In January 2015 the former Town Planner was reduced to part-time hours, and in May 2015 he resigned his position. The then-Community and Economic Development Director was placed in charge of the Town Planner's responsibilities, and was given oversight of other positions in Assessing and GIS/IT. The former Town Manager's April 2015 memo outlining these changes is attached.

Since beginning my work in August 2015, I have been evaluating the function of the combined Planning/Economic Development/Assessing/GIS-IT/Code Enforcement departments, and I am recommending changes in order to improve function without adding to the operating budget.

My proposals related to personnel are summarized as follows:

- Eliminate Community and Economic Development Director position.
- Restore full-time Town Planner position.
- Transfer Administrative Assistant to new position providing approx. 30 hours a week of administrative support to DPW and approx. 10 hours a week of administrative support to Administration (specifically, handling weekly payroll). This position would continue to handle Ambulance billing collections.
- Replace Administrative Assistant either through internal hire or new hire. If replaced through internal hire, replace transferred employee with new hire.

I expect that the effect of these changes will improve department function and public service in the following areas:

- Provide greater staff time from the Town Planner toward zoning and ordinance amendments, stormwater management/environmental compliance, physical planning in coordination with infrastructure, and neighborhood/district-based participatory planning. A reconfiguration of seating arrangements, placing the Planner in an office with direct line of sight to the Administrative Assistant work station, will enhance customer service and provide direct backup to the Administrative Assistant if that person is out, on the phone or with a customer.
- Provide substantially more administrative support to DPW, including handling accounts payable, public bidding/procurement, contract financial management, environmental compliance reporting, and clerical support. This will free up significant time each week that the DPW Director can put toward other work.
- Provide approximately 10 hours a week of time from the current Accounting/Finance/HR Director, who is currently handling payroll, to take on more responsibilities as Finance Director. This will supplement the Town Manager's finance capacity, and takes into account the fact that the responsibilities of the Accounting/Finance/HR Director have expanded during my tenure based on a management style that is more collaborative. Many finance-related tasks that the former Town Manager retained exclusively have, during my tenure, involved regular collaboration with the Accounting/Finance/HR Director.
- Provide enhanced administrative support to the Planning/Economic Development/Assessing/GIS-IT/Code Enforcement functions, since the Administrative Assistant will no longer be also supporting DPW and Ambulance.

The organizational chart changes summarized above would be accompanied by a reconfiguration of employee seating arrangements, set out in the attached exhibit, in order to provide better customer service, especially for walk-in customers.

If the proposed organizational changes are approved within the FY17 Budget, it would have the effect of eliminating the Community and Economic Development Director position. As a manager, recommending the elimination of a position held by a current employee is one of the most difficult decisions I need to make. I have made this recommendation because I believe that the proposed organizational structure will better serve the Town of Hampden.

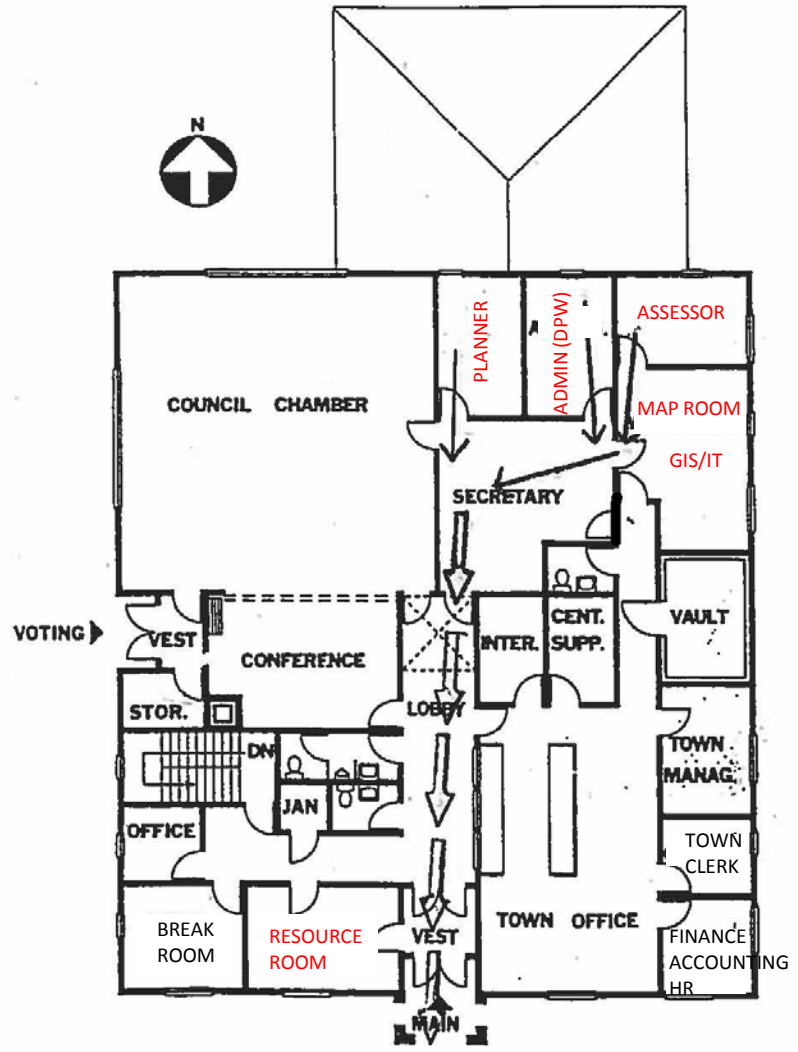
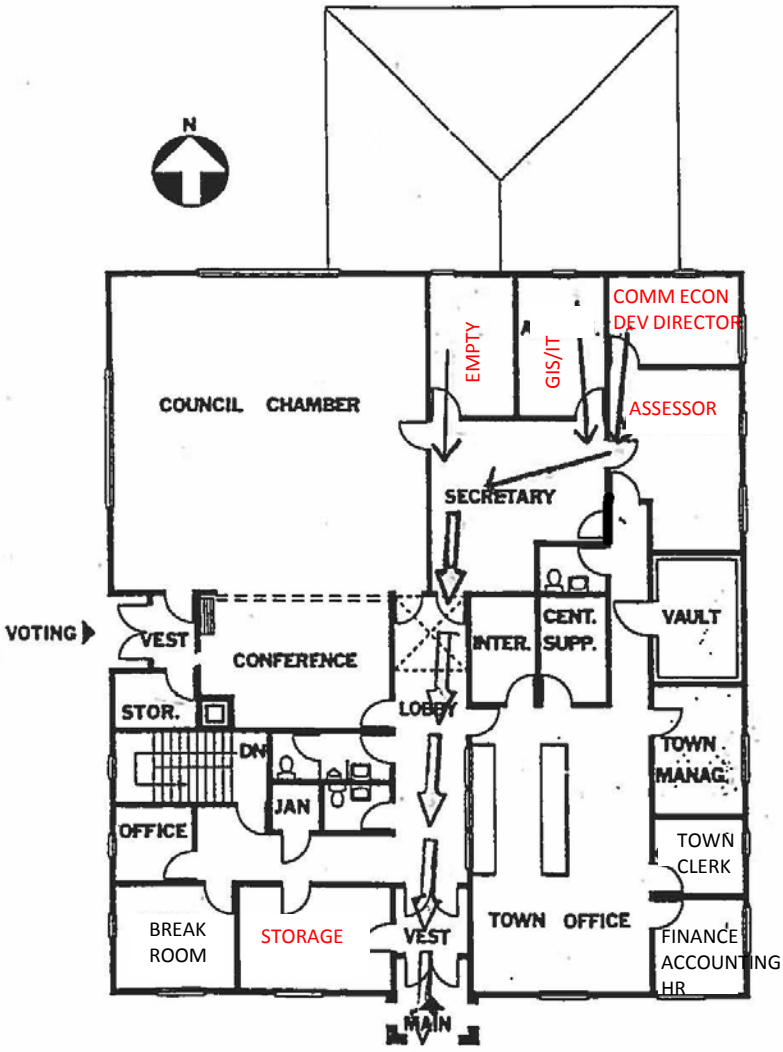
There are several opportunities for Hampden residents and businesses to provide input to these proposals and/or other aspects of the proposed FY17 Budget:

- The Town Council meeting tonight at 6 PM will focus on these proposals;
- The Town Council meeting on Monday, June 13 at 6 PM will include review of the entire proposed FY17 Budget proposed by the Town Manager, including these proposals.
- On the 13th, the Council will refer its recommended FY17 Budget to public hearing to be held on Monday, June 27 at 7 PM.

In addition, comments submitted verbally or in writing are always welcome. All budget materials are on the Town website at www.hampdenmaine.gov

Current Layout

Proposed Layout



Offices with proposed changes are shown in red text.

TO: Hampden Town Council
FROM: Sue Lessard, Town Manager
DATE: April 27, 2015
RE: Planning/Development Department Proposal

The purpose of this memo is to discuss proposed changes to the organizational structure resulting from the resignation of the Planner. I have met as a group with the assessor, GIS/IT Specialist, Planner, and Economic Development Director. The Administrative Assistant is on vacation this week but I will be meeting with her upon her return as well.

I am proposing to change the organizational structure of the Planning/Assessing/Economic Development/GIS/IT 'departments'. At the present time each is its own entity directly reporting to the Town Manager even though their job responsibilities are very much interrelated and there is only one person in each 'department'. With the resignation of the part time planner, I would like to reorganize the reporting structure as follows:

Dept. Head – Dean Bennett, Planning & Economic Development (move office to where Planner's office currently is)

- Administrative Assistant – Rosemary Bezanson
- Assessor – Kelly Karter
- GIS/IT Specialist – Kyle Severance
 - Document Management (Digitizing contract)
 - Outside Computer Assistance
- Contract staff – Engineering review of plans, ordinance review, etc.
- Coordinate with Public Safety Director regarding Code Enforcement and Fire/Building Inspector activities related to Planning/Zoning

This organizational structure will provide a better chain of command for activities that are related and will allow an evaluation of how this works in advance of a new manager coming on board. There has been concern for some time over too many direct reports to the manager not being an efficient or effective way for the organization to operate. This change should address some of those concerns. The budget includes funding to accommodate hiring a part time staff member if the workload in this department becomes greater as a result of development activities.