

Town of Dresden

HIRED STAFF RECOMMENDATION

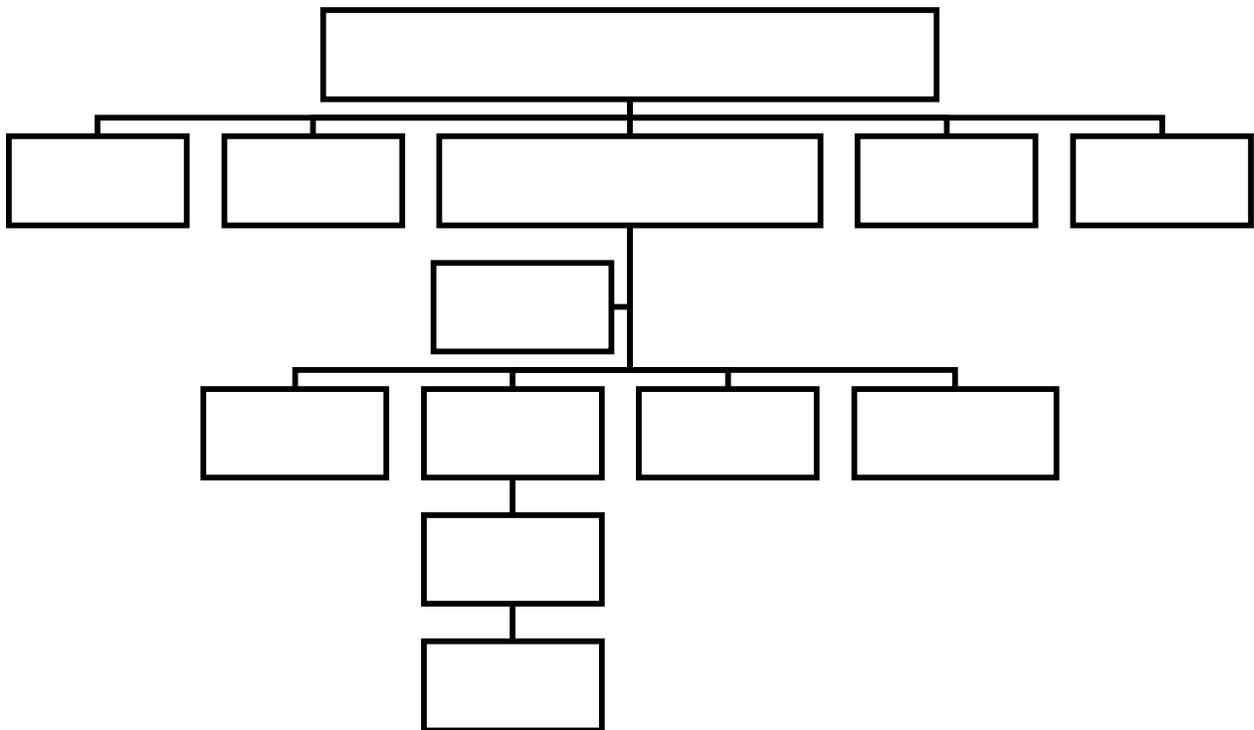
ADMINISTRATIVE ASSISTANT TO THE BOARD OF SELECTMEN MICHAEL HENDERSON

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OFFICE ADMINISTRATION

The Town of Dresden is run by a Town Meeting form a government which has been preserved almost exclusively to New England is by far the most democratic form of government. Voters elected a Select Board to represent them as executives and those same voters serve directly as legislators during the Annual Town Meeting and any Special Town Meetings throughout the year. For the most part this works really well. However, there are some structural problems that have arisen over time. Historically, the Town Clerk, Tax Collector, and Treasurer worked from home and made their own hours. And at the time that worked and made a lot of sense. But as we've moved into the 21st century we have not kept up with the times. Now we have an office and there are a lot more cars in town then their used to be.



Currently the Town Clerk, Property Tax Collector, Excise Tax Collector, and Treasurer are all elected positions. The benefit is that the voters of Dresden get to decide who sits behind the desk. But there are several downsides.

First, the only requirements for these positions are that you live in Town and are 18 years old. That's a low bar to cross and could lead to someone dangerously underqualified being responsible for millions of tax payer dollars.

Second, as elected officials, these positions are only responsible to the voters. They have no official supervisor. If the Town Clerk stops showing up for work or the Tax Collector continuously misplaces tax payments there is no clear means of accountability. The Select

Board cannot fire them. The voters could vote them out of office at the Annual Town Meeting. But depending on when these issues pop up, you could be waiting a full calendar year to resolve this issue. Furthermore, if no one chooses to run against them, they could win office with just one vote. Best case scenario the Select Board calls for a Special Town Meeting and the voters approve the recall of the official in question. But for that to happen, the voters would need to know that there were issues occurring in the office. For this to happen there would need to performance updates to the public about the office staff either at Select Board Meetings or in the monthly newsletter, the Communicator.

This leads to the third concern; the positions as is are not appealing. These positions come with no sick time, no vacation time, and the expectation is that they show up 5 days a week. Because the office is open five days a week and customers want to know that when the office is open and they walk through the front door that they can accomplish what they came for.

RECOMMENDATION

We recommend that the residents of Dresden vote to restructure the municipality to a professional organization. We would still be a Town Meeting form of government and the voters would still serve as legislators through the Annual Town Meeting and voters would still elect Select Board members during the June election. This vote would mean that the town office staff would be hired, supervised, and held accountable by the Select Board. This change would mean that there would be a system in place to hire qualified applicants, directly support staff, and lighten the responsibility of clerical staff.

This change would also come with a redistribution of responsibilities. The Town Clerk and Tax Collector's roles will look much more similar to each other. Both will be trained to issue dog licenses, birth, death, and marriage certificate, register motor vehicles and boats, sell transfer station tokens, and collect property tax. They will both answer the phones and general questions from the public. The difference between the jobs will be that the tax collector will file weekly excise tax reports with the State, mail tax bills, and file liens. Conversely, the Town Clerk will be responsible for running the town elections, file reports with Inland, Fishing, and Wildlife, and maintain the public record.

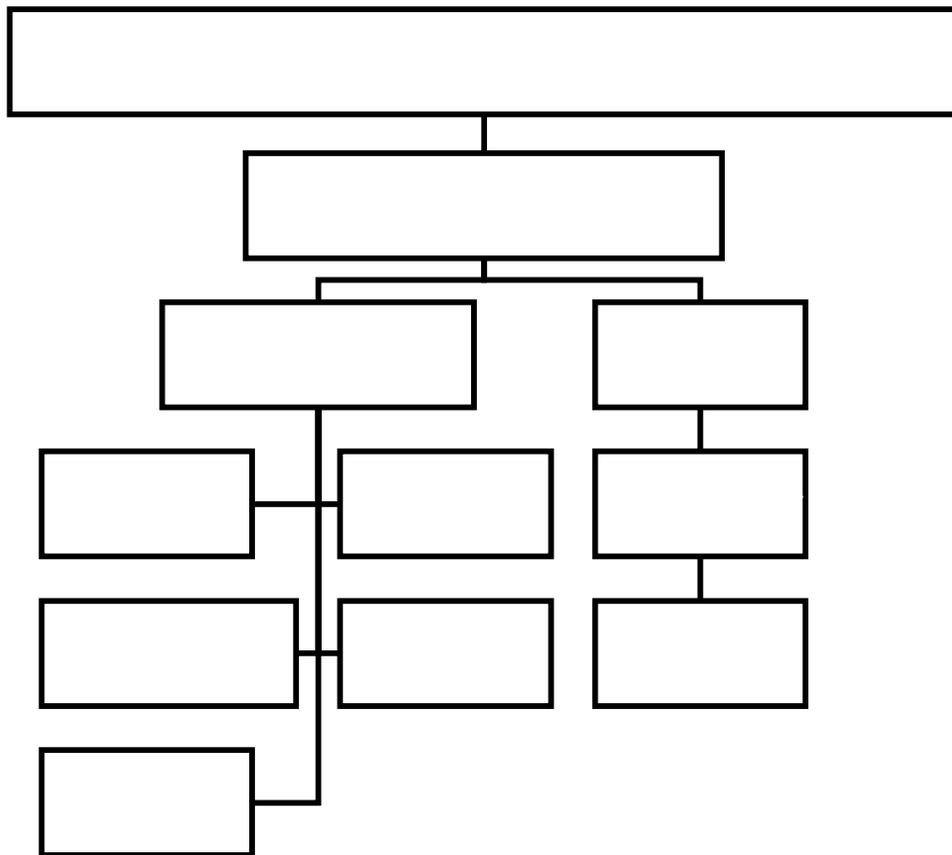
The Treasurer responsibilities will be transferred to the Town Administrator/Fiscal Officer. Currently, the Administrative Assistant conducts the majority of the Treasurer's responsibilities. The Administrative Assistant records bills, creates the Treasurer's Warrant, prints checks, and conducts payroll. The Treasurer confirms that the check amount is the same as the Warrant amount and signs the check. Double checking figures is a crucial control for managing finance, but the responsibility and the authority of managing Town funds should align with the staff capable and qualified to do so. In the defense of the Treasurer, they conduct the work that they were trained to do by the former Treasurer, but they have no accounting experience and they go through the motions and do not understand the underlying fiscal

responsibility of the role. It will always be a challenge to find someone who the knowledge and experience to administer the Town's finance as a part time job.

WARRANT ARTICLE

ARTICLE 2. To see if the Town will vote change the elected positions of Town Clerk, Excise Tax Collector, Property Tax Collector, and Treasurer to the hired positions of Town Clerk and Tax Collector.

NEW ORGANIZATIONAL CHART



SALARY AND FINANCE

4 Elected Positions					
Pay Breakdown In Practice					
Position	Salary	Estimated Fees	Salary & Fees	Approximate hours	Hourly wage
Clerk & Treasurer	\$ 19,965.00	\$ 1,500.00	\$ 21,465.00	25	\$ 16.51
Tax Collector	\$ 13,400.00	\$ 5,900.00	\$ 19,300.00	25	\$ 14.85
Total	\$ 33,365.00	\$ 7,400.00	\$ 40,765.00	\$ 50.00	
Total Cost to Town	\$ 33,365.00				
2 Hired Positions					
Minimum Cost - \$15 + Benefits					
Position	Salary	Benefits	Estimated Fees	Hours	Hourly Wage
Town Clerk	\$ 19,500.00			25	\$ 15.00
Tax Collector	\$ 23,400.00	\$ 6,000.00		30	\$ 15.00
Excise Fees			\$ 5,900.00		
Clerk Fees			\$ 1,500.00		
Total	\$ 42,900.00	\$ 6,000.00	\$ 7,400.00	\$ 55.00	
Total Cost to Town	\$ 41,500.00				
Change in Cost to Town	\$ 8,135.00				
Maximum Cost - \$19 + Benefits					
Position	Salary	Benefits	Estimated Fees	Hours	Hourly Wage
Town Clerk	\$ 24,700.00			25	\$ 19.00
Tax Collector	\$ 29,640.00	\$ 6,000.00		30	\$ 19.00
Excise Fees			\$ 5,900.00		
Clerk Fees			\$ 1,500.00		
Total	\$ 54,340.00	\$ 6,000.00	\$ 7,400.00	\$ 55.00	
Total Cost to Town	\$ 52,940.00				
Change in Cost to Town	\$ 19,575.00				

TAX COLLECTOR – JOB DESCRIPTION

Hired by: Select Board and Town Administrator

Weekly Hours: 30 hours

Reports to: Town Administrator

Salary Range: \$23,400 - \$29,640

Nature of Work:

This is primarily public collection and clerical work receiving funds from the collection of various excise and property taxes.

Essential Duties and Responsibilities:

- Prepares and issues all real estate and personal property tax bills in a timely fashion after receiving the tax commitment.
- Processes and collects excise taxes for newly registered and renewal registered automobiles.
- Receives and processes all tax payments by mail; records and balances all payments.
- Prepares all reports of tax collections and reports to the State on excise taxes and registrations.
- Confirms cashbox totals before each open and after each close.
- Submits daily receipt report to Fiscal Officer.
- Respond to requests for tax information.
- Prepares a monthly report of tax collections and other receivables.
- Prepares cut-offs: procedures for end-of-year work/financial audit.
- Issue 30-day tax lien notices on unpaid property taxes.
- Submits tax liens to Fiscal Officer for collection.
- Orders and maintains departmental supplies.
- Issues birth, death, and marriage certified copies.
- Issues various licenses such as marriage, hunting, fishing and dog licenses.
- Performs additional duties are assigned.

Requirements of Work:

- Working knowledge of the principles and practices of municipal accounting.
- Thorough knowledge of the lien process.
- Working knowledge of the principles and practices of municipal cash management.
- Thorough knowledge of excise tax collection: laws, updates.
- Ability to prepare regular reports on tax collection activities.
- Considerable knowledge of modern methods of receiving, depositing and disbursing large amounts of money.
- Ability to deal courteously with the public and to establish and maintain effective work relationships with other employees and the public.

Training and Experience Required:

High school graduation, plus experience in the collection and management of monies; knowledge of the laws pertaining to property and excise taxes; or any equivalent combination of experience and training. **Tax collection experience strongly preferred.**

- Must take motor vehicle registration within 6 months of hire date or when course is first offered.
- Must take tax lien procedure training within 6 months of hire date or when course is first offered.
- Must take the licensing workshop within 6 months of hire date or when course is first offered.
- Must take vital records within 12 months of hire date or when course is first offered.
- Must become a certified notary public within 12 months of hire date.

TOWN CLERK – JOB DESCRIPTION

Hired by: Select Board and Town Administrator

Weekly Hours: 25 hours

Reports to: Town Administrator

Salary Range: \$19,500 - \$24,700

Nature of Work:

Employee of this class is responsible for the preparation and maintenance of official documents; supervision of elections; issuance of various licenses and permits; recording various documents; and preparation of reports. Work is performed in accordance with the Town ordinances and State and federal laws with a high degree of independence and general supervision from the Town Administrator.

Essential Duties and Responsibilities:

- Administers all elections including scheduling and appointing ballot clerks; orders and prepares ballots; issues absentee ballots; processes and records ballots and reports election results and accepts voter registration.
- Validates official documents, oversees posting of official notices and advertisements, records papers with federal and state government as received.
- Issues various licenses such as marriage, hunting, fishing and dog licenses, and maintains all related records.
- Maintains records of births, deaths, marriages, burials and sends monthly reports to the State of Maine Office of Vital Statistics; issues certified copies of same.
- Processes and collects excise taxes for newly registered and renewal registered automobiles, trailers and boats.
- Confirms cashbox totals before each open and after each close.
- Submits daily receipt report to Fiscal Officer.
- Administers all "oaths of office"; maintains terms of office for boards/committees.
- Responds to requests for information.
- Assists the public with genealogy research.
- Prepares monthly reports on various areas of office activity.
- Writes and edits the monthly newsletter.
- Performs additional duties are assigned.

Requirements of Work:

- Thorough knowledge and understanding of the State statutes relating to the duties and responsibilities of town and city clerks.
- Working knowledge of the principles and practices of municipal cash management.
- Ability to rapidly acquire and assimilate knowledge of the provisions of the Town ordinances and state regulations relating to the operation of the office and Town government, and ability to communicate this to office staff and the public.

- Thorough knowledge of modern office procedures, practices and equipment.
- Ability to maintain records and prepare reports.
- Ability to use the computer system to conduct business and maintain records. Ability to deal courteously with the public and to establish and maintain effective work relationships with other employees and the public.

Training and Experience Required:

High school graduation and experience in work involving the maintenance and preparation of records supplemented by courses in business education or office procedures; or any equivalent combination of experience and training. **Town Clerk experience strongly preferred.**

- Must take new clerk's workshop within 6 months of hire date or when course is first offered.
- Must take town meeting and elections training within 6 months of hire date or when course is first offered.
- Must take vital records within 6 months of hire date or when course is first offered.
- Must take motor vehicle registration within 6 months of hire date or when course is first offered.
- Must take the licensing workshop within 6 months of hire date or when course is first offered.
- Must become a certified notary public within 12 months of hire date.
- Must take moderating town meeting training within 12 months of hire date or when course is first offered.

TOWN ADMINISTRATOR/FISCAL OFFICER – JOB DESCRIPTION

Hired by: Select Board
Weekly Hours: 40 hours
Reports to: Select Board

Nature of Work:

The Administrator is charged with executing the policies and procedures put forth by the Board of Selectmen and the Town Meeting. The Administrator shall act in such capacity as the Board of Selectmen may direct in municipal, state, federal, and other policy issues affecting the Town.

Essential Duties and Responsibilities:

- Carries out the directives of the Board of Selectmen; prepares reports and written recommendations as part of these activities.
- Attends meetings of the Board of Selectmen, preparing and providing supporting documents and information pertinent to agenda items; accomplishes minutes of the meeting.
- Serves as the liaison between the Board of Selectmen and personnel. Acts as Personnel Director for the Town; evaluates and directs the Town's staff.
- Monitors the budget and all financial affairs of the Town; receives budget requests from the Fire Chief and works closely with Selectmen to develop a comprehensive budget.
- Administers the yearly operating budget and capital improvements budgets, submitting regular reports to the Board on the status of the Town's budget.
- Responsible for implementing all Board of Selectmen's policy decisions and providing staff in all departments with the clear and efficient operating procedures necessary to carry out Board policy mandates.
- The Administrator performs such other duties as may be directed by the Board of Selectmen.

Requirements of Work:

- Knowledge of municipal management, municipal government, programs, community problems, and decision-making processes.
- Knowledge of municipal financial management and accounting procedures, budgeting and investments.
- Knowledge of the statutory Treasurer's responsibilities as practiced in the State of Maine.
- Knowledge of application process for state and federal grant programs.
- Knowledge of state and federal programs and decision-making processes.
- Knowledge of the principles of personnel administration.
- Working knowledge of purchasing principles and practices, including the bid process.
- Working knowledge of computers, including word processing and data entry.
- Ability to communicate effectively orally and in writing, including research capability and reporting ability.

- Ability to maintain positive relations with town personnel and to direct, supervise and motivate staff.
- Ability to organize and use time effectively and to be creative and analytical.
- Ability to listen and to accept criticism; must possess conflict resolution skills and public relations skills.

Training and Experience Required:

Considerable experience in a responsible position of a managerial nature, preferably in local government. A background in financial management and accounting, budget preparation and accounting, personnel management, administrator/organizational development, human relations skills. A degree in public administration or related field or any equivalent combination of experience and training.

TIMELINE

- February 4th Call for Public Hearing & Special Town Meeting at Select Board Meeting
- February 25th Hold Public Hearing
- March 1st Communicator reminds voters of the Special Town Meeting
- March 11th Hold Special Town Meeting
- April 15th Post job announcements
- May 10th Job application due date
- May 13th Schedule interviews with job applicants
- May 20th – May 29th Hold interviews
- May 31st – Send offer letters
- June 10th Anticipated Start date (trained by current staff)

TOWN OFFICE HOURS

The number one question asked of Town of Dresden staff over the phone is “what are the office hours?” And according to google the most common reason people visit our website is to figure out office hours. Our office hours are confusing and inconsistent. No two days of the week are open on the same day. By running with our unique hours we are more available to residents. However, by doing this we make it unnecessarily confusing for customers and inconvenient for town staff. We are open regularly 28 hours a week and for 3 hour on the first Saturday of the month which results in about 28.7 hours a week.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00 AM							
9:00 AM						Only open the 1st Saturday of the month	
10:00 AM							
11:00 AM							
12:00 PM							
1:00 PM							
2:00 PM							
3:00 PM							
4:00 PM							
5:00 PM							
6:00 PM							
7:00 PM							

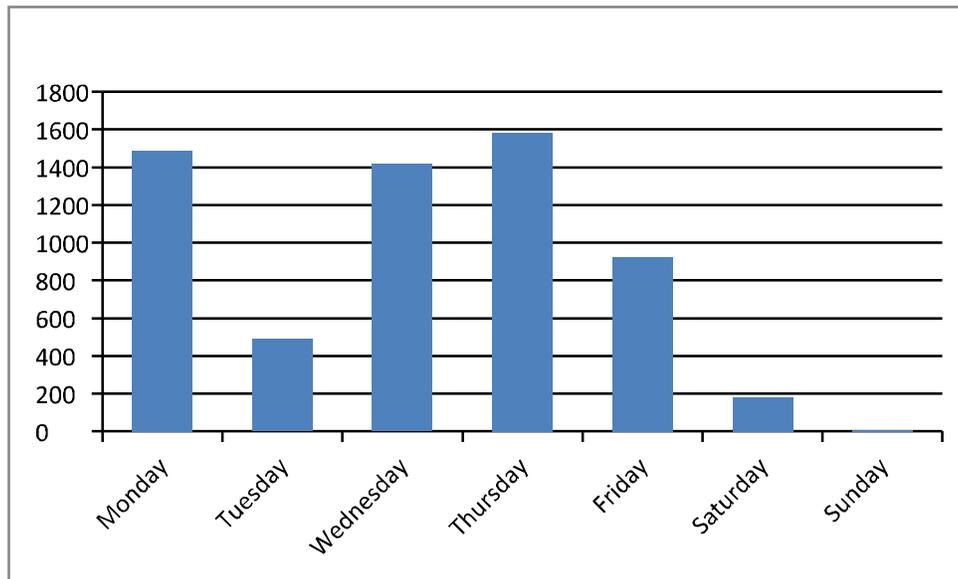
Beyond this, if we look at the staff availability during our office hours become even more confusing for customers. Tuesday is the day off for Tax Collector, but fortunately our Administrative Assistant covers the desk for motor vehicle registration. However, when our Town Clerk is off on Wednesday and Friday there is no one in the office who can produce birth certificates, marriage certificates, death certificates and issue absentee ballots during elections. This current office organization leaves customers confused and frustrated with the staff and the municipality.

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
8:00 AM							
9:00 AM			Tax Collector & CEO		Tax Collector	Town Clerk & Tax Collector	
10:00 AM							
11:00 AM							
12:00 PM			Tax Collector				
1:00 PM		Town Clerk					
2:00 PM							
3:00 PM	Town Clerk & Tax Collector						
4:00 PM				Town Clerk & Tax Collector			
5:00 PM							
6:00 PM							
7:00 PM							

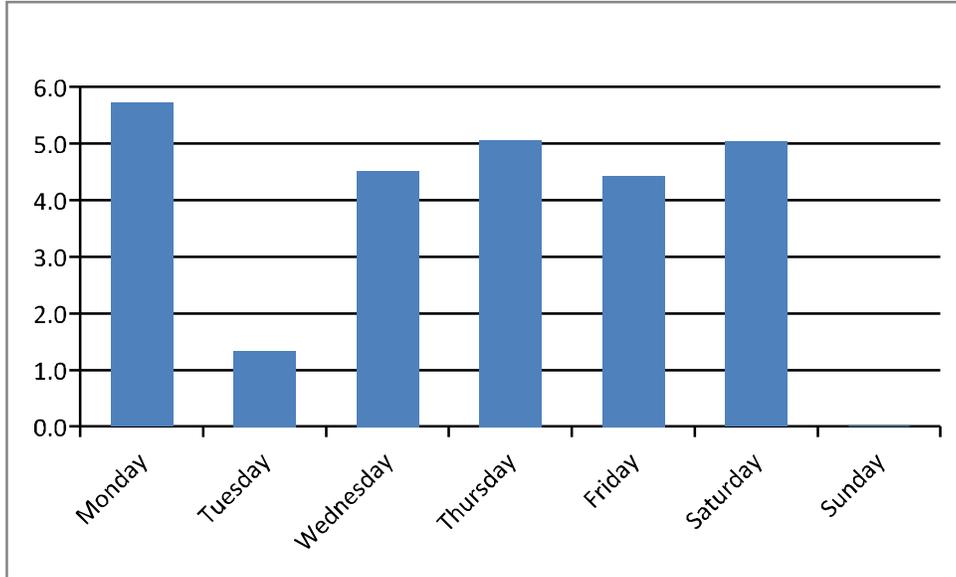
There appears to be an understanding that these hours can't change or that we have to be open every day of the week. But that's not true. The Select Board members are elected to be the executive branch of the municipality. The Select Board can change the hours of the town office or the Transfer Station by a majority vote at their bi-weekly meeting. If they did so, I would recommend not making the change effective for at least a month and publicizing the transition. The largest hurdle to changing the current hours is the organization of the municipality itself.

TRANSACTION ANALYSIS

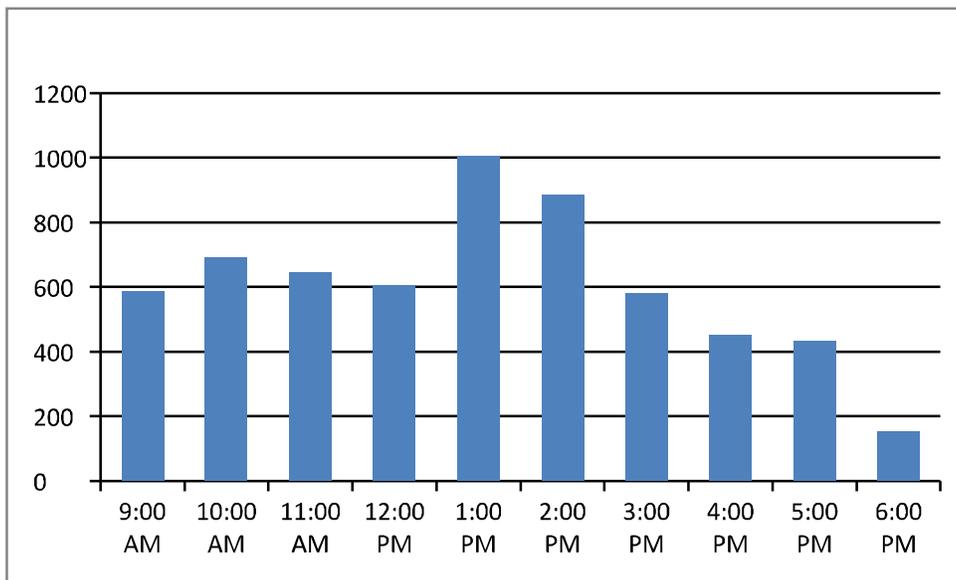
Most transactions occur on Monday, Wednesday, and Thursdays. These are three of the four days with the longest hours. Tuesday is the day we are open the longest, but it is also the day of the week when our tax collector is out of the office. Because most of our transactions are motor vehicle registrations few people come to the office on Tuesday.



However, if we account for the number of hours the office is open each day then the transaction average out. Monday has slightly more transactions per hour than any other day, but by much. Even Saturday is just as productive as any other day of the week. Tuesday has the least transaction because the Excise Tax Collector is not available. This fall the Administrative Assistant began taking over motor vehicle transactions on Tuesday which means that the Tuesday Transaction will likely increase as word spreads. More importantly, the day of the week has little effect on transaction and the hours themselves play a larger role in productivity.

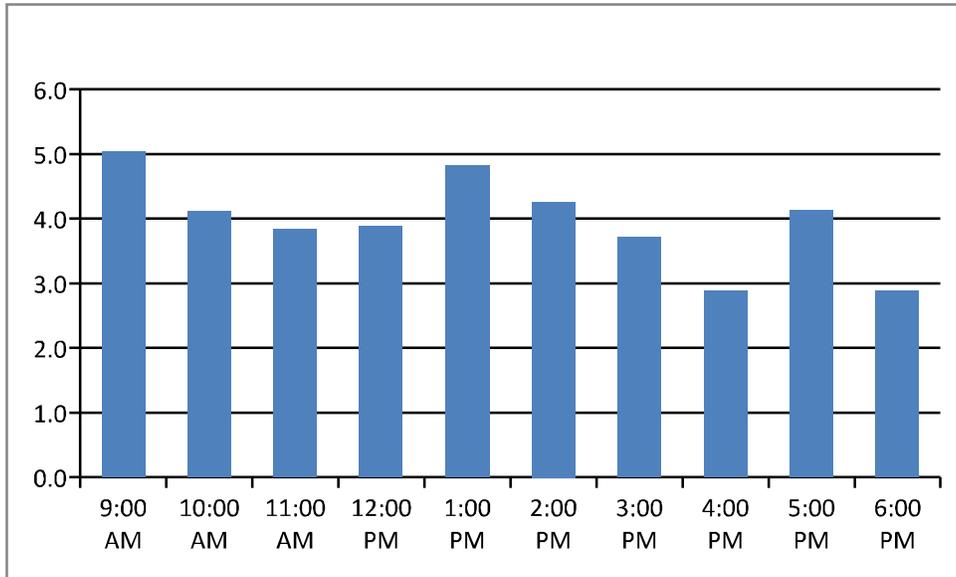


If we look at the number of annual transactions based on time of day we can see that 1:00 PM and 2:00 PM are clearly the most productive hours in terms of transactions. Over 1000 annual transactions take place at 1:00 pm which accounts for 17%. The morning hours are very level at about annual 600 transactions each. There is also a decrease each hour in transactions after 1:00 PM. The hour with the fewest transactions is 6:00 PM when only 150 annual transactions take place. Annual we conduct almost 7 times as much business at 1:00 PM as we do at 6:00 PM. Early afternoon is when customers utilize the Town Office.



However, just like with the day of the week, when we account for the hours that the office is open then the transactions throughout the day level out significantly. 9:00 AM and 1:00 PM are the 2 most productive hours of the day with about 5 transactions occurring per hour for both. Early evenings are the least transaction heavy times, but not by much. 4:00 PM and 6:00

PM have about 3 transactions per hour which is more than half of peak productivity. Mornings and early afternoons have the highest number of transactions per hour, but currently we are under utilizing the mornings, but only being open early on Tuesday, Wednesday, and Friday.



According to the data, customers don't seem to care what day of the week we're open. There is a slight preference for Mondays, but not significantly. And were light on transactions in 2018 because our Tax Collector was out of the office and our Town Clerk is not trained to conduct motor vehicle registrations. If the Town Office open and the staff is capable and available of serving customers needs then customers will show up.

On the other hand, the time of day has some effect on the number of transactions per hour. 9:00 AM, 1:00 PM, and 5:00 PM are the three most productive times of day. Transactions peak during these times and are followed by a period of gradual decreased productivity.

If you only the capacity to be open three hours a day, then I would recommend being open each day at 9:00 AM, 1:00 PM, and 5:00 PM. Fortunately for us, we can afford to staff more hours than that. And we would have a hard time hiring staff to cover these short hours. Assuming that we want to keep continuous hours throughout each day, opening and closing only once each day then I recommend that we better utilize the morning and open early and continue into the afternoon each day.

RECOMMENDED HOURS

Time	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8:00 AM						
9:00 AM		Full Service 9:00 AM - 6:00 PM	Full Service 9:00 AM - 4:00 PM	Full Service 9:00 AM - 4:00 PM	Full Service 9:00 AM - 4:00 PM	Full Service 9:00 AM - Noon
10:00 AM						
11:00 AM						
12:00 PM						
1:00 PM						
2:00 PM						
3:00 PM						
4:00 PM						
5:00 PM						
6:00 PM						

This schedule would have the office open 30-hours regularly and 3-hours on the first Saturday of the month. With these hours we would be more accessible during the morning than we are now which is good for customers since they have shown a preference for mornings. By starting at 9:00 AM, many customers can stop by the office before their workday begins. Also this schedule is simple and easy to remember. With adequate notice and time, residents will learn our hours which will help them accomplish their town business. Furthermore, we will be full service all open hours which has been one of the largest criticisms of the town office. And for those who cannot make these hours, there is the 1st Saturday of the month and many services such as dog registrations, voter registration, motor vehicle re-registrations, or property tax payments can be made either online, over the phone, or by mail. We want to be available to residents, but there is no perfect time that everyone is available for. This is consistent full service. When customers call the office or walk through the front, they will be receive quality service.