

PRIORITIZATION SUMMIT WORKSHOP

August 25, 2016

GENERAL GOVERNMENT OPERATIONAL PRIORITIES

Priority Needs:

1. General Government Personnel Needs:

- Departmental Reorganization
- Funding of Needed Positions
- *See Section 1.b of 2015 Long Range Plan & Presented Every Year Since 2004*

2. NRG Unit #3 Repowering Project:

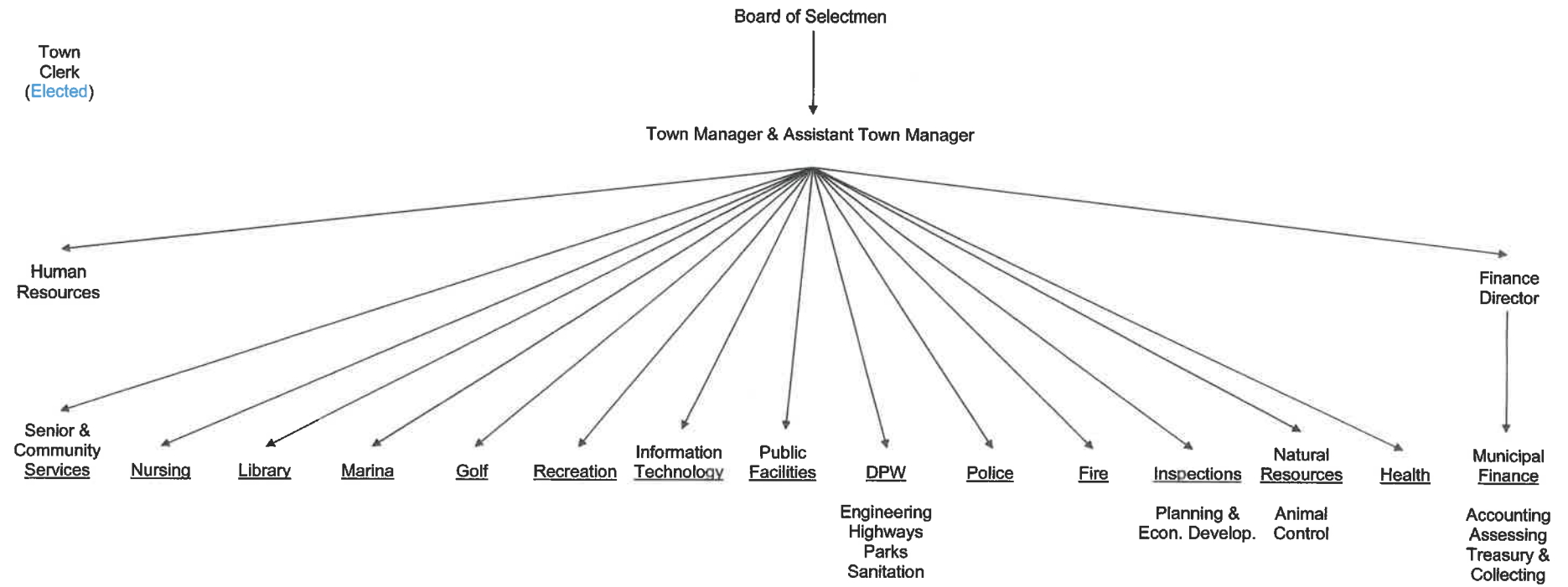
- Assist NRG with Permitting of Proposed Unit #3
- Finalize Payment-In-Lieu-Of-Taxes and Host Community Agreements
- Advise Board of Selectmen & Other Committees on How to Prudently Handle Potential New Growth Created by Unit #3
- *See Section 3.c of 2015 Long Range Plan*

3. Continue to Advance Wastewater Efforts:

- Complete Comprehensive Water Resources Management Plan
- Popponesset Bay Watershed Intermunicipal Agreement
- Further Efforts on CWRMP Goals Working with Relevant Private Partner(s)
- Identify Wastewater Funding Alternatives for Board of Selectmen & Other Committees to Consider
- *See Section 3.a of 2015 Long Range Plan*

CURRENT ORGANIZATION CHART & REPORTING STRUCTURE
(Horizontal View)

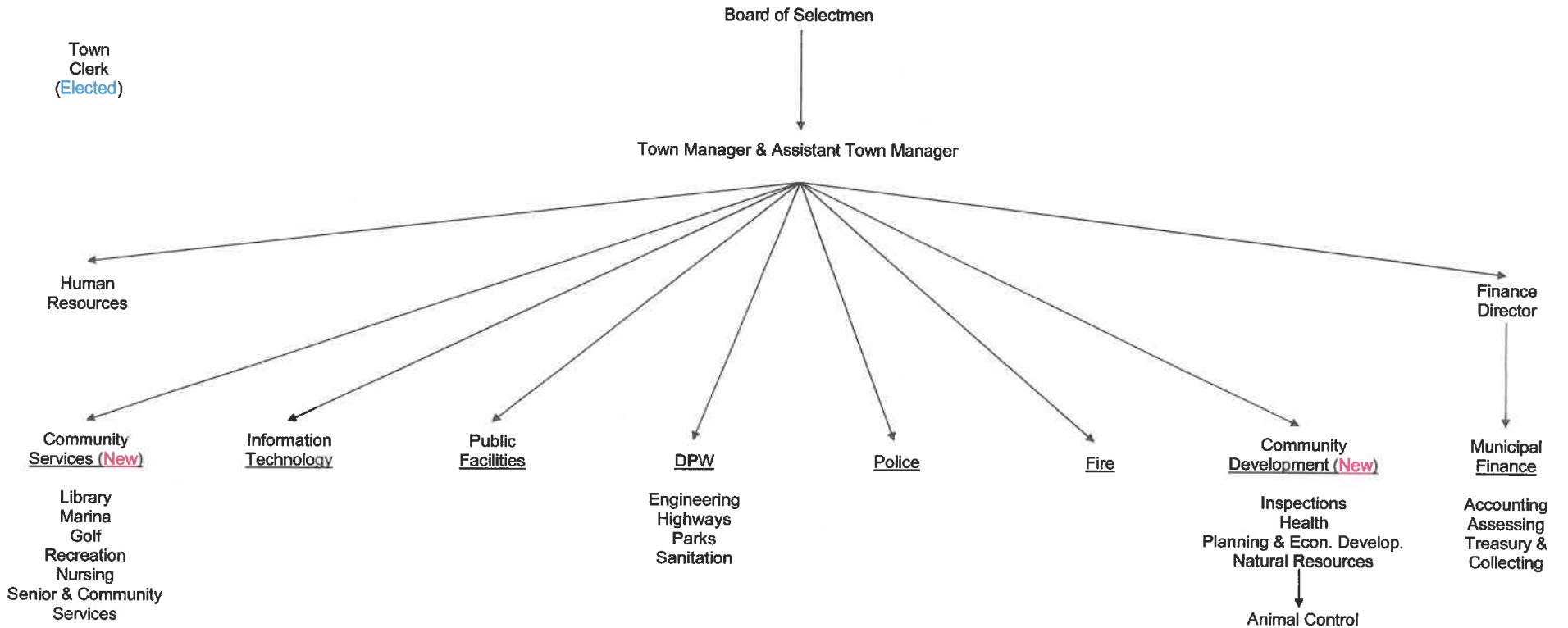
JULY 1, 2016



***Note:** The Assistant Town Manager, Human Resources Director, and Finance Director have authority over all departments, regardless if those departments report directly to the Town Manager or Assistant Town Manager. For example, any human resource or finance issue in any department can be addressed by the Human Resources Director and Finance Director.

**PROPOSED ORGANIZATION CHART & REPORTING STRUCTURE
(Horizontal View)**

FUTURE



New Positions Identified: Community Development Director, Community Services Director

***Note:** The Assistant Town Manager, Human Resources Director, and Finance Director have authority over all departments, regardless if those departments report directly to the Town Manager or Assistant Town Manager. For example, any human resource or finance issue in any department can be addressed by the Human Resources Director and Finance Director.

PRIORITIZED LIST OF NEW POSITIONS & SERVICES - FY'17
(Does Not Include Benefit Costs)

<u>Rank:</u>	<u>Budget - Description</u>	<u>Fiscal Year Funding</u>	<u>Amount:</u>
1.	175 - Assistant Town Planner	FY'15	45,000
2.	420 - (2) DPW Laborers & Reorganize Positions	FY'15	108,150
3.	410 - GIS Analyst / Engineering Assistant (Net of Existing P-T Clerk Position)	FY'15	31,150
4.	197 - Add'l. Funds to Cover IT Software Maintenance & Equipment Costs	FY'15	50,000
5.	610 - Reduce Library Dependence on Donation Funds & Weston Fund Uncertainties	FY'15	29,500
6.	210 - Police Detective	FY'16	65,500
7.	630 - Recreation Department Program Coordinator	FY'16	41,600
8.	541 - Increase Funded Hours of Council on Aging Drivers	FY'16	12,500
9.	171 - DNR Assistance & Conversion to F-T Animal Control Officer (\$50,000 Needed)	FY'15 - Partial	10,000
10.	210 - More Realistically Fund Police Department Overtime	FY'17	150,000
11.	220 - More Realistically Fund Fire Department Overtime	FY'17	50,000
12.	421 - More Realistically Fund DPW Snow & Ice Budget	FY'17	150,000
13.	420 - Add DPW Lease / Purchase of Capital Equipment Line Item to Operating Budget	FY'17	150,000
14.	190 - Facilities Management Add'l. Maintenance Specialist & Part-time Clerk & Custodian	None	150,000
15.	197 - Increase Information Support Specialist to Full-time	None	30,000

16.	Various - Streamline Town Organizational Structure - Too Flat & Address Staff Shortfalls	None	440,000
17.	420 - DPW Additonal Operating Budget Funds for Road Infrastructure Improvements	None	300,000
18.	420 - DPW Additional Parks Staff & Funding for HTW School Fields	None	100,000
19.	630 & 171 - Reduce DNR & Recreation Dependence on Beach Parking Account	None	150,000

**OVERRIDE PARTIALLY REQUIRED - PRIORITIZED LIST OF NEW POSITIONS & SERVICES
(Includes Benefit Costs)**

<u>Rank:</u>	<u>Budget - Description</u>	<u>Fiscal Year</u>	<u>Amount:</u>
1.	220 - 3rd Ambulance Crew - (4) Fire / EMS Staff (\$1,100,000 & 12 Needed Total)	FY'16 (4 of 12)	326,000
2.	210 - 1 Additional Officer per Shift - (6) Police Officers - Amount = Net Cost	FY'16	172,214
3.	210 & 220 - Joint Civilian Dispatch - (5) Dispatchers	FY'16	(see #2)
4.	220 - 3rd Ambulance Crew - (8) Fire / EMS Staff - <u>Requires Override to Fund</u>	None	750,000

GENERAL GOVERNMENT OPERATIONAL & ORGANIZATIONAL NEEDS LIST

August 25, 2016

Justification: Significant in-roads have been made over the last 3 fiscal years to more appropriately staff the Town's 3 largest General Government budgets: Police, Fire, and the Department of Public Works. These 3 departments have also seen substantial operating budget increases to help fund their services. The substantial and proven needs of the remaining smaller Town departments have not been addressed and need to be. Furthermore, as shown for many years, the Town's organizational structure is too flat making it less effective and efficient than it could be. The positions listed below would address many of these shortfalls. It's important to stress that further details of each position, and an explanation of these details, would be provided as funding looked like it was probable.

Needed Positions:

1. 190 – Public Facilities Department – Administrative Support, Building Maintenance Specialist, & Custodian Positions – \$150,000

Reasoning: This department has no internal administrative support which places a burden on several other departments. In addition to regular administrative support on issues like bills, payroll, procurement and contractor-related follow-up, assistance is also needed for scheduling the use of public buildings & facilities for day, evening, and weekend events. Additional part-time custodial support is also needed, including vacation and sick coverage and minor maintenance in the Library, and the department could definitely use a second Building Maintenance Specialist to further building maintenance and improvement efforts. It should be noted that increases in facilities staffing assist every municipal department.

2. 197 – Information Technology Department – Increase Part-Time Support Specialist Position to Full-Time – \$30,000

Reasoning: The current part-time IT Support Specialist position should be increased to full-time based on work load and time demands. It should be noted that increases in IT staffing assist every municipal department.

3. 241 – Inspections Department – New Part-Time Office Assistant – \$15,000

Reasoning: The workload in all the Inspections Office Departments has increased over the last 2 years as permit activity has risen substantially and the demands on public meeting minutes have increased. This part-time support

position will assist all Inspections Office Departments with counter and phone activity and free up time for night meeting minutes to be completed timely.

4. 123 – Board of Selectmen & Town Manager’s Office; 135 – Finance Director & Accounting Office; 152 – Human Resources Department – Two Additional Support Positions Between These Three Offices – \$150,000

Reasoning: Two, high-level support positions that would assist with daily operations, meeting follow-up, special projects, procurement oversight, preparation of bid specifications, human resource needs, etc. Since 2002, the staffing of the central administrative departments has actually decreased by 2.5 positions while workloads in these departments have increased significantly. Furthermore, these three departments provide an incredible amount of oversight to cost centers that cover all School and Town employees and services. The leaders of these departments should be spending more time on higher level administrative, financial, and human resource work impacting the entire Town rather than on work that should be performed by other staff.

5. Community Development Director Position – \$100,000

Reasoning: The Town’s organizational structure is far too flat and more high level oversight is needed for the departments that would report to this position (Inspections, Planning & Economic Development, Health, Natural Resources).

6. 540 – Senior & Community Services Department – Community Resources Position – \$50,000

Reasoning: The Town's over-60 population is the largest growing segment of our year-round population. While significant increases have occurred in department staffing over the last 5 years, more assistance will be needed as this population and commensurate service demands increase. Also, it’s important to remember that this Department provides social and outreach services to all age groups, not just seniors.

7. 610 – Library Department – Provide Town Funding for Sunday Hours – \$25,000

Reasoning: In addition to the additional custodial services needed to maintain the Library as highlighted in #1 above, the Library is open more hours than any other municipal building. These hours include Sundays from noon to 4:00 p.m. from September through May. If Sunday hours are to continue, the Town should fund these costs.

8. Community Services Director Position – \$100,000

Reasoning: The Town’s organizational structure is far too flat and more high level oversight is needed for the departments that would report to this position (Recreation, Golf, Marina, Senior & Community Services, Nursing, Library). Of all the initiatives listed in this document, this position would need to be refined the most if funding looked promising.

Additional Comments & Costs:

Perhaps more than any additional position listed above, the Town would be much more efficiently operated if, at a minimum, the central administrative offices – Town Manager, Finance/Accounting, Assessing, Treasurer, Collector, & Human Resources – were all located in the same building. If sufficient space existed, the Town Clerk’s Office and School Department Central Administration should also be located in the same structure. Ideally, all municipal offices would be located in one building, but at a minimum, the central administrative offices should be housed together.

In some departments, sufficient building space does not exist today for current positions, much less any new ones that may be added. For almost every new position listed above, physical space improvements would be needed in the relevant building to properly organize the respective offices. Better cost estimates would have to be determined to identify the appropriate cost. These costs could be funded through the annual capital budget process and would not be of the size to require a debt exclusion or capital outlay improvement exclusion.

Also, health insurance costs have not been added to the cost estimates above. These can be addressed on a fiscal year by fiscal year basis as the positions are funded.