



**Stevensville Committee of the Whole
Agenda for
THURSDAY, APRIL 04, 2019
6:30 PM**

1. Call to Order and Roll Call
2. Discussion on the Following Items
 - a. [Mayor's Employee Reorganization Plan](#)
3. Public Comment
4. Adjournment

Guidelines for Public Comment

Public Comment ensures an opportunity for citizens to meaningfully participate in the decisions of its elected officials. It is one of several ways your voice is heard by your local government. During public comment we ask that all participants respect the right of others to make their comment uninterrupted. The council's goal is to receive as much comment as time reasonably allows. All public comment should be directed to the chair (Mayor or designee). Comment made to the audience or individual council members may be ruled out of order. Public comment must remain on topic, and free from abusive language or unsupported allegations.

During any council meeting you have two opportunities to comment:

1. During the public comment period near the beginning of a meeting.
2. Before any decision-making vote of the council on an agenda item.

Comment made outside of these times may not be allowed.

Citizens wishing to speak during the official public comment period should come forward to the podium and state their name and address for the record. Comment during this time maybe time limited, as determined by the chair, to allow as many people as possible to comment. Citizens wishing to comment on a motion for decision before any vote can come forward or stand in place as they wish. Comment must remain on the motion before the council.



Mayor Brandon E. Dewey

206 Buck St. • P.O. Box 30 Stevensville, MT 59870

406-777-5271 office • 406-777-4284 fax

MEMORANDUM

TO: Town Council
FROM: Mayor Dewey
SUBJECT: Reorganization
DATE: April 1, 2019

This memo provides you with an update on the status of the implementation of the reorganization plan you provided consent to on January 10th, 2019. Some modifications to the original plan have also been implemented and will be covered in this memo as well.

To-date, the reorganization has been fully implemented except for some training that is still taking place.

- The Town Clerk has assumed all duties of the Zoning Administrator.
- Judge O'Connor selected the new part time Court Clerk who is currently in her 4th week of training. Full-scale training will continue for the next 4 weeks, scaling back training to "as needed".
- The Utility Billing Clerk has assumed the title of Deputy Clerk and handles all clerical work related to Public Works, including Airport and Cemeteries. The Deputy Clerk is supervised by the Town Clerk.
- The second Deputy Clerk position in the original plan has been re-named "Administrative Assistant" to alleviate concerns of the Council regarding the title of the position. This position maintains it's 50/50 workload share between Town Administration and the Fire Department. This position is supervised by the Town Clerk.

The Cemetery Sexton will remain on staff to assist with training and a smooth transition until June 30, 2019.

Building Department:

After consent was given by Council for the reorganization, the Town Clerk declined the Building Official position. To accommodate the retirement of the

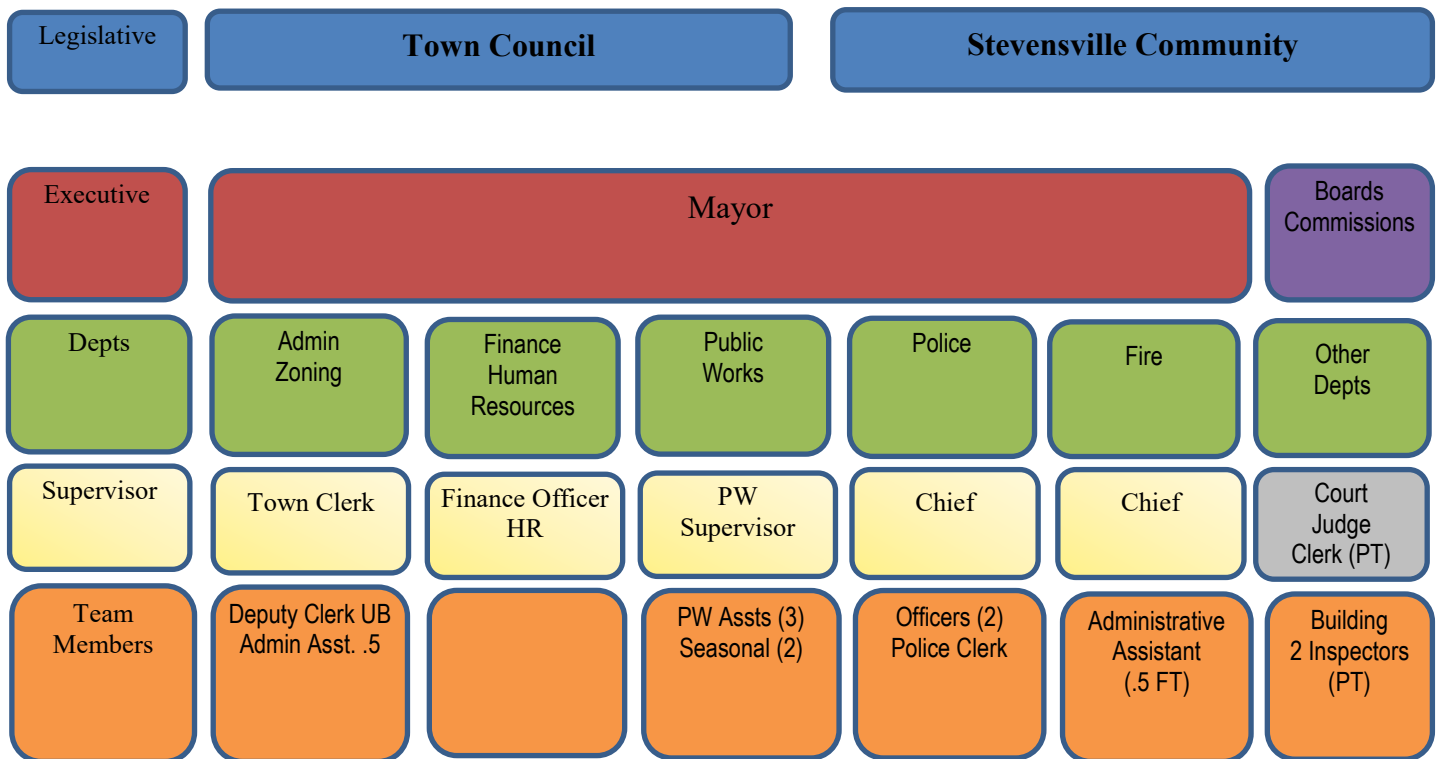
current Building Official, a certified Building Inspector was hired to begin training for the Building Official role. A full transition will be effective this spring.

Police Department:

With the funding made available through reorganization, an additional Police Officer was hired. The new officer will work largely on misdemeanor investigations to allow the Chief of Police to focus on administrative matters and felony investigations.

Below is an updated organizational structure that visually represents today's operations.

ORGANIZATIONAL STRUCTURE





Town of Stevensville

2019 Re-Organization

Proposed by Mayor Brandon E. Dewey

Background

As the community continues to experience growth and the demands to provide citizen services increase, the workloads and efficiencies of the Town's staff must adapt accordingly. Over the past decade, the Town of Stevensville has taken steps to adapt to the pressure of providing services with the limited resources it has available. This includes separating Town Clerk and Treasurer duties, new administrative support for the Fire Department, consolidation of Public Works supervisory duties, and re-establishing a Police Clerk.

In the past year, a number of programs and systems have been implemented that dynamically shift the workloads in the administrative offices, and therefore change the workflows as well.

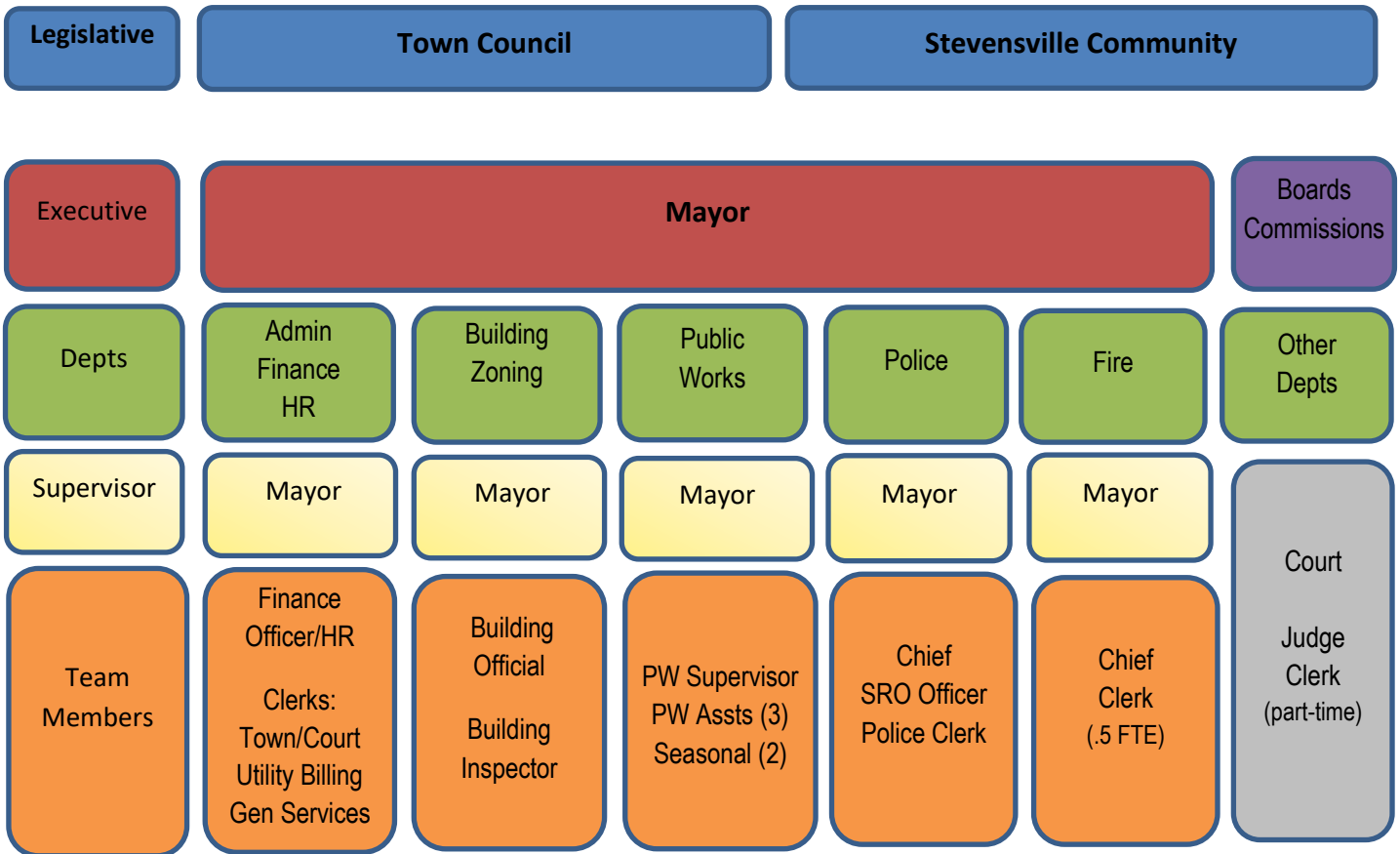
These include:

- A cash receipting module in the accounting system that allows for more efficient and secure processing of payments that come to the Town. This allowed the Utility Billing Clerk to focus her attention on past due balances and other utility needs. There is no longer a need to manually post each payment that is received, thus freeing up time to focus efforts on other fundamental functions.
- The new website content management system allows for individual departments to update the content relevant to them on the website with the oversight of the Finance Officer. This system is also more user friendly for all staff.
- The new agenda management system will assist the Town Clerk in automating the process of compiling agenda items and building the agenda with the Mayor. The system allows individuals within the organization to submit reports and items electronically, where the system will incorporate the information into the council packet.
- 2018 brought the reinstatement of the Code Compliance Enforcement Program which utilizes the General Services Clerk to address citizen complaints of issues of non-criminal nature such as nuisance grass, sidewalk shoveling, and other low-level development code/zoning issues.

The Town has adjusted over the years in response to the ever-changing issues and priorities of the time. The Town is once again at a juncture where realignment is necessary, in order to adequately conduct the Town's business, advance the Town Council's goals, serve our community, give greater attention to critical administrative services and enhance our focus on fundamental functions.

At Council's December 10, 2018 meeting, Council made a motion to "authorize the Mayor to reorganize internal job descriptions to address organizational and workload needs". This motion was approved unanimously with the understanding that the Mayor would work within the current budget and bring back to Council the final plan.

Current Organizational Structure



Discussion/Issues/Opportunities

While the Town has experienced positive results from the current structure, the administration still faces some challenges in equally distributing duties and supervision with a part-time executive.

The current structure primarily places a significant strain on the Town Clerk/Court Clerk. The functions, responsibilities and expectations of the Town Clerk's duties require full-time focus. However, this position's duties and responsibilities are equally split between the Town Clerk and Court Clerk positions. The City Court responsibilities are not flexible and are often dictated by rigid legal time restraints. Likewise, the deadlines for Town Council business have legal implications, are not flexible and can compete with Court business. Additionally, as the Town Clerk has become more involved in code compliance issues, a conflict was recently realized when a case the Town Clerk was involved with was turned over to the Town's City Court. The Judge has expressed concern about the Court Clerk's involvement with other Town business that may eventually make its way before her Court. Besides the obvious conflict concern, an additional issue is, it cannot be predicted when a Town business item may come before the Court and cause a conflict.

With the upcoming retirement of the Town's Building Official, the Town has not been successful in recruiting a successor. While two applications were received in response to the job posting, the applicants expected an unrealistic salary.

The Mayor currently performs the functions of Town's Zoning Administrator. This creates a conflict if an appeal is submitted to the Board of Adjustment regarding a decision of the zoning administrator, as the Mayor also serves on the Board of Adjustment. MLCT has advised the Town that the Mayor should not perform the functions of the Zoning Administrator.

The implementation of the new cash receipting system has streamlined the functions of the Utility Billing Clerk allowing for more time to focus on other duties including collections, as well as airport and cemetery support.

The Town's Auditors have expressed concerns about how the financial functions are currently being performed. It is their recommendation that measures be put in place to create a checks and balance system so that these duties are not performed by one single employee.

Goals of Reorganization

- Maximize current limited resources
- Clearly define leadership in the absence of the Mayor
- More evenly distribute work load and job responsibilities
- Provide for more cross-training of duties to fill in during absences or vacancies

Reorganization Process

As a former Town employee and now the Town's Executive officer, I had the opportunity to observe first-hand the effectiveness of our current organizational structure. During my first year as Mayor, I evaluated Town positions, scope of responsibilities and reporting relationships and have considered options for realignment of job duties. I held meetings with employees individually and collectively, discussing current issues and possible solutions. At those meetings, we discussed job duties, positional responsibilities, minimum requirements, training, technology, tools and equipment used on the job, work conditions and demands of their position. As part of my analysis I reviewed all job descriptions and individual employee's skills and abilities. The Town is blessed to have a deep pool of talent, expertise and knowledge about wide-range of government services.

Additionally, I meet with various members of the community seeking input on the effectiveness on the current structure's ability to meet community expectations.

The information gathered during these meetings, along with personal observations, provided valuable insight and was utilized as basis for the proposed reorganization plan. Where multiple people held the similar job functions, but different titles, the Plan recommends grouping these positions in a single job classification, such as Deputy Clerk. Though the specific day-to-day tasks

and departmental process vary, depending on area of assignment, the broader job responsibilities and associated positional requirements are similar within the classification.

Reorganization Plan

Based on this analysis, the reorganization plan involves aligning the right people with job responsibilities, changing various job duties, consolidating responsibilities, reporting relationships, the addition of a part-time court clerk position and phasing out the cemetery sexton position. The goals of this reorganization effort include filling voids in work load, correcting work inequities, and focusing on optimum levels of performance. The proposed changes work within the current fiscal year budget and will enable us to make progress on the Town Council’s goals and priorities. Any associated budget adjustments will be part of the fiscal year 2019/2020 budget proposal.

The Plan recommends the following changes:

Current Title	Proposed Title
Town Clerk/Court Clerk	Town Clerk/Building Official/Zoning
Finance Officer/HR	No Change
Utility Billing Clerk	Deputy Clerk (public works, airport, utility billing)
General Services Clerk	Deputy Clerk (fire, code compliance, general support)
New Position	Eliminated Position
Court Clerk (part-time)	Building Official
	Sexton
Re-instated Position	
2 nd Police Officer	

The reorganization involves better distribution of responsibilities associated with the Mayor’s office. The proposal includes expanding the Town Clerk’s responsibilities to include oversight of the administrative staff (excluding the Police Clerk) which will allow the Mayor to focus on strategic level objectives and implementation of Council directives. As a part-time Mayor, the current structure limits time spent on these fundamental elements and adds to staff and Council frustration as things are not getting done as quickly as expected.

Because the current Town Clerk has previous experience as a Building Official and Zoning Administrator, and because the Town has been unsuccessful in filling this position, the Plan proposes to assign the building official functions to the Town Clerk. A percentage of building funds would be allocated towards personnel costs. Additionally, in response to the conflict created by the Mayor serving as the zoning administrator and on the appeal board, Board of Adjustment, the Plan proposes to place the zoning functions under the Town Clerk, as well. A percentage of planning and zoning funds would be allocated towards personnel costs.

Capitalizing on the extensive experience of the current Town Clerk, administrative oversight would be assigned to this position. Currently, the Mayor is the supervisor of the Clerks, except for the Police Clerk. This move would provide for stronger administrative oversight and coordination. This move is expected to focus on cross-training and enhanced customer service.

To allow for these changes to the Town Clerk's job duties and to mitigate the conflict experienced between Town administrative functions and those of the Court, a part-time Court Clerk, working 16 hours a week, will be hired to focus solely on court support functions and to eliminate potential future conflicts. This position would be at a reduced hourly rate and funded by the general fund.

The Utility Billing Clerk's title will change to Deputy Clerk. Job responsibilities will continue to include utility billing functions, collections, airport support. With the new automated payment system, this position will have more time to focus on collections and front counter support. Additionally, the cemetery sexton functions will be consolidated under this position. This will transition out the existing Sexton by July 2019.

In order to address the Auditors concerns about a single person handling water and sewer money, opening payments submitted by mail, posting money and making the deposits will be split out to other team members. Retrieving the mail and posting the payments will primarily be handled by the Finance Officer and the General Services Clerk.

The General Services Clerk's title will change to Deputy Clerk. Job responsibilities will continue with administrative support to the Fire Chief and the Fire Department. General functions including administrative support and code compliance efforts will continue with the responsibilities expanding to include front counter customer service functions including greeting the public at Town Hall, both in person and on the phone, providing information, taking utility payments, processing mail and other administrative functions as assigned.

Finance Officer/Human Resources Representative will remain unchanged and maintain current role and responsibilities.

The reorganization also frees up funds to hire a second police officer in the Spring of 2019.

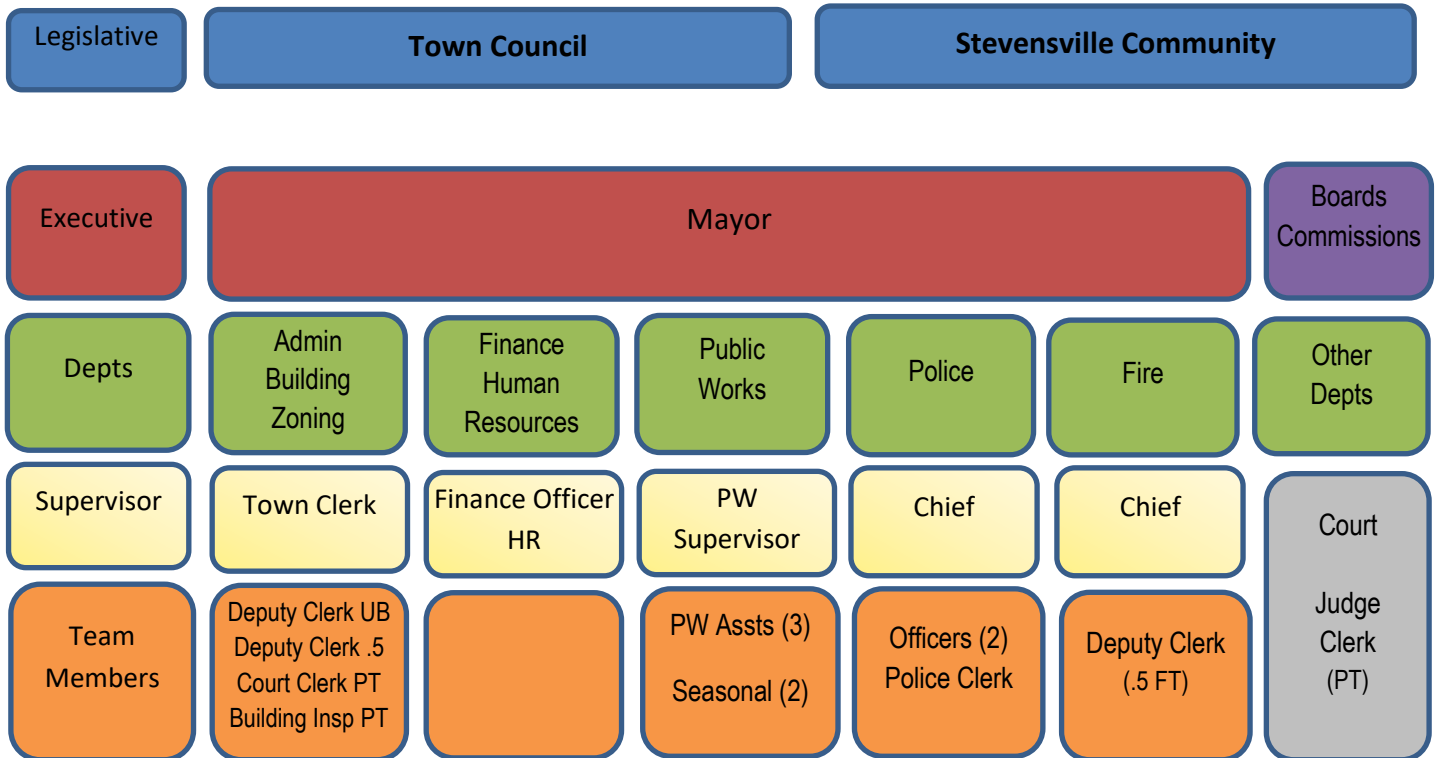
Job descriptions will be updated to reflect changes.

The Mayor will continue to be active in all aspects of service provisions. However, the proposed reorganization better accommodates the part-time structure of the Mayor's office and allows for more focused attention on higher level Council directives, rather than day-to-day administrative oversight.

Phasing

The implementation of the reorganization plan, if approved shall be in two phases. Transitions will take place over the next 5-6 months will full-implementation by July 2019. The initial phase (February – June 2019) of the reorganization plan is fully funded within the current fiscal year 2018/2019 budget. The final phase funding will be reflected in the fiscal year 2020/2021 budget request.

PROPOSED ORGANIZATIONAL STRUCTURE



Funding the Plan

The proposed reorganization not only creates efficiencies operationally, but also brings some cost savings to the Town. As proposed, there is no need to authorize additional funding in the General Fund in order to implement the Plan. Through innovation and careful thought, the Town will continue to operate within the means authorized by Council in the FY2019 budget.

Additionally, the Planning Fund and Building Code Enforcement Funds can sustain the Plan both short and long term through fee’s that the Town charges for services provided by those funds. However, the Building Code Enforcement Fund will likely require a budget amendment prior to the end of the 2019 fiscal year due to the unbudgeted expenses related to the retirement of the current Building Official. It is possible that we see savings in other areas of the Building Code Enforcement Fund that can offset the additional expense, however the Fund has a sustainable cash balance that will allow for an amendment if needed.

Cost Comparisons

The table below is meant to demonstrate the cost savings in the General Fund that will be incurred through the proposed re-organization.

Object Line Code	Object Line Name	FY19 Budget	Budget Remaining	Changes	New Budget Remaining
	Court				
1000-410360-110	Wages	\$ 18,720.00	\$ 9,959.00	\$ (4,459.00)	\$ 5,500.00
1000-410360-140	Court Cont. Admin	\$ 1,296.00	\$ 1,296.00	\$ (360.00)	\$ 936.00
1000-410550-110	Wages	\$ 47,929.00	\$ 23,178.00	\$ 3,575.00	\$ 26,753.00
1000-410550-140	Admin Cont.	\$ 14,657.00	\$ 6,952.00	\$ 918.00	\$ 7,870.00
1000-420100-110	PD Wages	\$ 106,246.00	\$ 57,628.00	\$ 6,218.00	\$ 63,846.00
1000-420100-140	PD Cont.	\$ 39,413.00	\$ 20,892.00	\$ 361.00	\$ 21,253.00
1000-430100-110	PW Wages	\$ 45,901.00	\$ 29,604.00	\$ (3,000.00)	\$ 26,604.00
1000-430100-110	PW Cont.	\$ 11,533.00	\$ 6,240.00	\$ (422.70)	\$ 5,817.30
1000-460450-110	Pool Wages	\$ 35,936.00	\$ 17,363.00	\$ (6,973.00)	\$ 10,390.00
1000-460450-110	Pool Cont.	\$ 5,063.00	\$ 2,408.00	\$ (943.00)	\$ 1,465.00
SUBTOTAL		\$ 326,694.00	\$ 175,520.00	\$ (5,085.70)	\$ 170,434.30
	Planning				
2250-400210-110	Wages	\$ 4,064.00	\$ 3,535.00	\$ (1,663.00)	\$ 1,872.00
2250-400210-140	Planning Cont.	\$ 921.00	\$ 823.00	\$ (500.00)	\$ 323.00
SUBTOTAL		\$ 4,985.00	\$ 4,358.00	\$ (2,163.00)	\$ 2,195.00
	Building				
2394-420531-110	Wages	\$ 25,396.00	\$ 10,725.00	5750	\$ 16,475.00
2394-420531-140	Building Cont.	\$ 5,884.00	\$ 2,436.00	874	\$ 3,310.00
SUBTOTAL		\$ 31,280.00	\$ 13,161.00	6624	\$ 19,785.00

As outlined in the table above, the General Fund will experience a savings of \$5,085 in the FY2019 through the proposed Plan. The Planning Fund will experience a savings of \$2,163. The Building Code Enforcement Fund will have additional expenses of \$6,624 which includes payout expenses of the current Building Official.

Savings Detail

The FY2019 Budget was reviewed and evaluated to determine what is remaining, and what we will realistically need for the balance of the fiscal year (January-June). Based on the changes proposed in this reorganization plan and other factors, we can anticipate savings in the Court, Public Works and Pool wages within the General Fund.

The savings in Court wages will come from hiring a part-time clerk to work sixteen hours per week at \$13.00 per hour. Total savings for this position will be approximately \$4,819.00 including wages and contributions.

The increase of \$4,493.00 in Administration wages and contributions is created in part by reallocating a portion of the UB Clerk to the General Fund to cover Deputy Clerk duties. Also, the allocation of the Town Clerk will increase from 40% to 50% in the Administration Budget. However, while the allocation to the Administration budget increases, the Court allocation will decrease for this position, therefore the total allocation in the General Fund for the Town Clerk will be 50% rather than 90%.

Police Department wages and contributions will increase by \$6,579.00, proposing a new officer on staff during the last three months of the fiscal year. The Chief of Police anticipates the completion of field training for our current officer by mid-late February and will be able to train a new officer by March 1st.

The decrease in Public Works wages and contributions was generated because we hired two seasonal employees but one resigned midway through the season. The proposal retains the 2 seasonal FTE's.

We anticipate spending less on swimming pool wages due in part to less hours being worked during the 2018 summer season. Additionally, we had budgeted for two co-managers for the coming season but have determined that will not be necessary.

Wages in the Planning Fund will be less than budgeted because we had allocated a portion of the former Building Inspector's wages to this fund. He resigned in September and no wages have been paid since then. In addition, if we allocate a portion of the Clerk's hours to this fund, it will be at a lower hourly wage than the Inspector had been paid.

Finally, the increase in wages in the Building Department come from paying out the Building Official when he retires in January. This is the only item that will require a budget amendment, as we were not aware of his plans to retire during the budgeting process.

Conclusion

The proposed Plan helps management and staff in providing more effective services to citizens, and greater continuity throughout the organization. This proposal though, not only helps office staff and management, but also benefits the community in aspects of public safety. Specifically, the salary savings in the General Fund will fund an additional police officer. This additional officer will restore the number of officers in the Police Department to the same levels as January of 2018. Because the Plan has been designed to fit within the Town's financial means, the Administration is confident that all positions are sustainable long term. The first phase of this plan reassigns job responsibilities; however, it does not take into consideration wage compensations for these changes. As part of the 2019/2020 fiscal year budget, an evaluation of wages related to responsibilities will be performed and any adjustments necessary will be made at that time.

This proposal also allows the organization to minimize the already reduced overtime expenses that the Town sees on an annual basis. As the plan evenly distributes duties and provides support and continuity throughout the positions, the only time we should anticipate utilizing overtime is for emergency call-ins or special circumstances that the Administration deems necessary.

The Proposal also allows the Town to better live in a part-time Executive model. The current Town Council maintains the philosophy the Mayor should remain a part-time position compensated at \$10,000/year. The organizational structure that exists today does not adequately support the Council's philosophy and direction, and further, requires a higher level of supervision and management from the Mayor. A previous ad-hoc committee studied the Executive's compensation and concluded that 20 hours/week compensated at \$20.00/hour was fair and adequate compensation. With the current \$10,000 allowance for compensation it's fair to expect the Mayor to work 10 hours per week. However, based on the 1,562 hours the Mayor worked in 2018, the office has averaged 30 hours per week. By utilizing the skills and qualifications of our current talent within the organization to better distribute supervisory duties, the Mayor can spend more of their time addressing the higher-level aspects of operations and management as well as an increased ability to accommodate the Town Council's business and initiatives.

Alternatively, if the Town Council does not consent to the reorganization of duties and positions, the organization will continue to operate with conflicts between code compliance and City Court. The Court Clerk/Town Clerk schedule will remain rigid and workloads will remain a challenge for that position. The Mayor will continue to act as the Zoning Administrator which conflicts with his voting position on the Board of Adjustments. While the re-organization allows for the hiring of an officer to restore police staffing levels, that may not be possible if Council denies the restructuring.