

Town of Hebron, Maine

Ad-Hoc Committee's Recommendations on
the future structure of Town Governance.

Appointed Members:

Dick Deans

Butch Asselin

Dennis Lajoie

Jim Reid

Josh Hounsell

William Clough

Robert Faunce

Dated July 1, 2024

- **The Ad Hoc Committee was formed by the Hebron Selectboard and members appointed at the May 13, 2024 Selectboard meeting.**

The purpose of the committee is to look into possibly changing our form of government (Town Manager), hiring an administrative assistant, hiring out financial services, or keeping things as they are.

- **Currently, the three elected members of the Selectboard each have responsibilities for the day to day management of all of the duties undertaken by Town government.**

The committee believes that the day to day management of the Town government would be best served by the hiring of an Administrative Assistant due to:

- *The increased complexity of Town Governance.*
- *Having someone who can provide day to day leadership, supervision, and management to the staff.*
- *Someone who can actively research and make recommendations to the Selectboard for grant funding opportunities.*
- *Someone who can assist the Selectboard in the Town's annual budget process.*
- *Someone who can take the lead in responding to residents' concerns.*
- *Someone who can lead the counter staff and provide office coverage as needed.*
- *Someone who can take on additional duties such as Road Commissionaire, Treasurer, GA Manager, etc. freeing the Selectboard of these responsibilities.*

The Committee researched:

- *The Town Manager/Selectboard/Town Meeting formed of government and felt that the current Town's population and future growth was a limited factor in recommended the hiring of a Town Manager.*
- *The salaries of Town Managers in the Oxford Hills area and the Committee believes that the cost to hire a Town Manager would be an expense with Salary and benefits in excess of \$100k.*
- *The Town Manager/Selectboard/Town Meeting formed of government would have to be approved by the majority of the registered voters of the Town at either a Special Town Meeting or at the Annual Town Meeting.*
- *The Hiring of a Town Administrator. The Committee met with the Town Administrator of Minot and we understand that the Town Administrator role is very similar to the Town Manager role and we had similar concerns of recommending the Town Administrator position – Salary and Benefits would exceed the amount the Town could afford - Estimated at \$85,000 to \$95,000 Salary and Benefits.*
- *The future population of the Town of Hebron.*
 - *Population in 2020 – 1,223*
 - *Population Projected for 2030 – 1,069*
 - *Population Projected for 2040 - 889*

| Town | County | Population observed | | | Population projected | | | | Percent change from previous period | | | | | | change |
|-----------------------|--------|---------------------|-------|-------|----------------------|-------|-------|-------|-------------------------------------|-----------|-----------|-----------|-----------|-----------|--------|
| | | 2010 | 2015 | 2020 | 2025 | 2030 | 2035 | 2040 | 2010-2015 | 2015-2020 | 2020-2025 | 2025-2030 | 2030-2035 | 2035-2040 | |
| Canton | Oxford | 989 | 999 | 1,125 | 1,136 | 1,142 | 1,141 | 1,127 | 1.1% | 12.6% | 0.9% | 0.6% | -0.1% | -1.2% | 0.2% |
| Denmark | Oxford | 1,149 | 1,166 | 1,197 | 1,229 | 1,258 | 1,277 | 1,283 | 1.5% | 2.6% | 2.7% | 2.4% | 1.5% | 0.5% | 7.2% |
| Dixfield | Oxford | 2,544 | 2,381 | 2,253 | 2,107 | 1,961 | 1,799 | 1,621 | -6.4% | -5.4% | -6.5% | -6.9% | -8.2% | -9.9% | -28.0% |
| Fryeburg | Oxford | 3,446 | 3,375 | 3,369 | 3,331 | 3,296 | 3,238 | 3,148 | -2.1% | -0.2% | -1.1% | -1.0% | -1.8% | -2.8% | -6.6% |
| Gilead | Oxford | 212 | 201 | 195 | 190 | 183 | 175 | 166 | -5.0% | -3.1% | -2.8% | -3.5% | -4.2% | -5.5% | -15.0% |
| Greenwood | Oxford | 829 | 797 | 774 | 751 | 726 | 694 | 657 | -3.9% | -2.9% | -2.9% | -3.4% | -4.3% | -5.4% | -15.2% |
| Hanover | Oxford | 239 | 263 | 286 | 322 | 351 | 378 | 400 | 10.3% | 8.7% | 12.6% | 9.0% | 7.7% | 5.8% | 39.9% |
| Hartford | Oxford | 1,184 | 1,184 | 1,203 | 1,210 | 1,220 | 1,220 | 1,208 | 0.0% | 1.6% | 0.6% | 0.8% | 0.1% | -1.0% | 0.4% |
| Hebron | Oxford | 1,411 | 1,288 | 1,223 | 1,147 | 1,069 | 984 | 889 | -8.7% | -5.1% | -6.2% | -6.8% | -8.0% | -9.6% | -27.3% |
| Hiram | Oxford | 1,619 | 1,599 | 1,609 | 1,602 | 1,601 | 1,587 | 1,558 | -1.2% | 0.6% | -0.4% | -0.1% | -0.8% | -1.9% | -3.2% |
| Lincoln plantation | Oxford | 45 | 42 | 41 | 39 | 38 | 35 | 33 | -5.6% | -3.4% | -4.6% | -2.3% | -7.7% | -5.5% | -18.7% |
| Lovell | Oxford | 1,134 | 1,115 | 1,104 | 1,097 | 1,082 | 1,061 | 1,029 | -1.7% | -1.0% | -0.7% | -1.3% | -1.9% | -3.0% | -6.8% |
| Magalloway plantation | Oxford | 46 | 45 | 45 | 45 | 45 | 44 | 43 | -2.2% | 0.0% | 0.3% | 0.2% | -2.0% | -2.0% | -3.5% |
| Mexico | Oxford | 2,683 | 2,693 | 2,756 | 2,824 | 2,882 | 2,921 | 2,927 | 0.4% | 2.4% | 2.5% | 2.0% | 1.4% | 0.2% | 6.2% |
| Milton UT | Oxford | 143 | 145 | 150 | 157 | 161 | 165 | 168 | 1.0% | 3.6% | 4.3% | 2.8% | 2.7% | 1.5% | 11.8% |
| Newry | Oxford | 330 | 370 | 411 | 456 | 499 | 537 | 569 | 12.0% | 11.1% | 11.1% | 9.3% | 7.7% | 5.9% | 38.4% |
| North Oxford UT | Oxford | 24 | 20 | 16 | 16 | 16 | 16 | 16 | -14.7% | -21.3% | 0.3% | 0.2% | 0.2% | 0.2% | 1.0% |
| Norway | Oxford | 5,021 | 5,022 | 5,077 | 5,190 | 5,261 | 5,297 | 5,277 | 0.0% | 1.1% | 2.2% | 1.4% | 0.7% | -0.4% | 3.9% |
| Otisfield | Oxford | 1,771 | 1,784 | 1,853 | 1,925 | 1,993 | 2,048 | 2,080 | 0.7% | 3.9% | 3.9% | 3.5% | 2.8% | 1.6% | 12.2% |
| Oxford | Oxford | 4,113 | 4,123 | 4,229 | 4,335 | 4,432 | 4,500 | 4,519 | 0.2% | 2.6% | 2.5% | 2.2% | 1.5% | 0.4% | 6.9% |
| Paris | Oxford | 5,182 | 5,181 | 5,179 | 5,128 | 5,088 | 5,014 | 4,888 | 0.0% | 0.0% | -1.0% | -0.8% | -1.5% | -2.5% | -5.6% |
| Peru | Oxford | 1,542 | 1,510 | 1,488 | 1,465 | 1,436 | 1,397 | 1,344 | -2.1% | -1.5% | -1.6% | -2.0% | -2.7% | -3.7% | -9.6% |

(The data is from the Maine State Economist)

The Committee's Recommendations

1. Hire an Administrative Assistant to the Selectboard:

- Salary of \$50,000 to \$70,000 per year.
- Vacation time to be negotiated by applicant and hiring committee.
- Other benefits same as other Town Employees or negotiated by applicant and hiring committee.
- We believe the administrative assistance should be able to take on 85% to 90% of the responsibilities that the Selectboard is currently undertaking.
- We have drafted a Job Description for this position as Exhibit A.

2. Reduce the future Selectboard Stipends from \$30,000 annually to \$5,000:

- Current \$30,000
 - \$15,000 Chair
 - \$7,500
 - \$7,500

- Recommend to \$4,500
 - \$1,500
 - \$1,500
 - \$1,500

- **In the Fiscal year 2025 budget (Town meeting is in March; however, the fiscal year starts on January 1:**
 - We recommend that the Town raise the same \$30,000 for the Selectboard stipends. If the Selectboard/Budget Committee and Town residents approve the hiring of the administrative assistance position for fiscal year 2025 at the March annual Town meeting, the position would have to be advertised, hired and the duties of the Selectboard would be transferred to the new person. This could possibly take 3 to 4 months after Town Meeting.

 - We recommend that the Town raise 1/2 the Salary and Benefits for Fiscal year 2025 for the hiring of the administrative administrator with a start date of July 1, 2025.

3. Town meeting warrant article for approval of administrative assistant position:

- We recommend that the Selectboard consult with the Town Attorney to draft the warrant article to hire the Administrative Assistance position.

4. Current office staff positions:

- We recommend that the Town keep the two office staff positions.
- We recommend that the task of analyzing all the task performed by the Town office staff be completed by the Administrative Assistant.

5. Hiring Committee:

- We recommend that two members of the Ad Hoc committee be named to the hiring committee if the Town/Selectboard decides to hire an Administrative assistance. Butch Asselin and Dennis Lajoie were nominated and agreed to serve.

6. Transparency:

- We recommend to publish the work of the committee on the Town's website i.e. minutes, report and draft job description.
- We recommended a mailing be sent to the Town residents just prior to the Town's Budget hearings to invite them to learn about the proposed administrative assistant position.
- We recommend that the Selectboard publish the work of the committee with the Advertiser Democrat.

Exhibit A

Administrative Assistant

DRAFT 7/1/2024

Job Description

1. Treasurer, Road Commissioner, general assistance director, purchasing agent, tax collector, information and human resource officer.
2. Works under the direction of the Selectboard.
3. Attends Selectboard meetings and prepares agendas.
4. Research and makes recommendations to the Selectboard on the efficient operation of town government.
5. Provides supporting documentation and information pertinent to agenda items.
6. Identifies needed programs and or projects for recommendation to the Selectboard.
7. Works closely with the Selectboard and budget committee in developing the annual budget.
8. Responsible for organizing and preparing the annual town meeting warrant for final sign off by the Selectboard.
9. Prepares minutes of Selectboard meetings.
10. Attends all other meetings as deemed necessary by the Selectboard.
11. Serves as a liaison between the Selectboard and various public, private, businesses, the press and citizens of the community.
12. Develops and implements administrative policies and procedures under the direction of the Selectboard.
13. Participates in the hiring, evaluation, promotion and discipline of town employees.
14. Work with the town attorney on issues as needed under the direction of the Selectboard.
15. Oversees town office operations and all town employees and contractors.
16. Oversees the orientation and training of new town office employees.
17. Prepares weekly payroll, post payroll to appropriate accounts, completes monthly payroll detail and payroll summary reports, reconciles accounts, posting receivables and payables. Prepares warrant for select board approval. Tracks revenues and expenditures by department.
18. Complete monthly and quarterly state and federal tax reports and unemployment comp.

19. Prepares quarterly reports of town revenues, expenditures and trial balances.
20. Maintains personnel and training files, including OSHA records, for all town employees. Files First Report of Injury forms in partnership with Department heads.
21. Attends annual and special town meetings.
22. Processes and investigates citizen complaints.
23. Writes, processes and implements grants as approved by the Selectboard.
24. Maintain sound public relations with the community, public and private organizations, other municipalities, state and federal agencies.
25. Attends training, seminars and workshops as needed. Maintains certifications needed for position.
26. Have the ability to multi-task, communicate effectively both orally and in writing.
27. Ability to manage time effectively for self and town office staff.
28. Ability to establish a teamwork environment, accept criticism and possess conflict management skills.
29. Knowledge of TRIO, Microsoft Word, Excel and other essential software programs.
30. Shall assist in the enforcement of laws and local ordinances
31. Performs other duties as assigned by the select board.

Training and Experience:

1. Preferred candidate to have a baccalaureate degree in accounting, public administration or any combination of experience and training
2. Through knowledge of municipal management, municipal government programs, accounting procedures, budgeting and investments.
3. Working knowledge of principles of personnel administration.
4. Familiarity of Right to Know laws.
5. Proficiency with computers, calculators and other office equipment.
6. Ability to be bonded prior to receiving any money.
7. Must be 18 years of age.
8. Must be a resident of the state.
9. Must reside within a 30-minute drive to the Town Office.