



**Operational, Organizational and Management
Review of the
Department of Public Services
Town of Kennebunk, Maine**

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1. EXECUTIVE SUMMARY

This report presents the results of the Operational, Organizational and Management Study of the Kennebunk Public Services Department as conducted by Michael Pardue of The Tideview Group. It should be noted that soon after the start of this study Michael Pardue, the author of this report, was contracted to serve as the Interim Director of the Public Services Department due to the resignation of the Public Services Department Director. Therefore, there is a section contained within this document that outlines the author's observations from the perspective of Interim Director. Additionally, a number of the recommendations contained in this report are founded from the author's role as Interim Director.

As this report goes to print, this author is very pleased to cite that many of the recommendations found within this document are well underway and morale within the organization has improved significantly. The hiring of a new full-time, highly experienced Public Services Director has recently occurred, leading this author to be encouraged that many of the recommendations found in this report will continue to be advanced, likely along with many new initiatives the new Director intends to unveil.

Following the review of hundreds of pages of materials and interviews with approximately 40 people; this author rendered a number of findings that will be found throughout this report. In sum, this author concluded that at the inception of this project there was a significant lack of leadership within the Kennebunk Public Services Department. Relationships within the leadership

team were severely strained and internal communication within the Department was nearly non-existent.

The majority of members interviewed cited poor morale conditions, with many indicating their desire to leave the organization if “change” was not forthcoming. In addition to the strained lines of communication among the leadership team, this author found a high level of distrust between the Director and several of the public services staff members. It was also identified that a level of distrust existed between the Director and some of his peers within the town government. It is noteworthy that at the inception of this review, 90% of the staff stated their desire for new leadership within the Department.

It was determined that the Department was void of contemporary policies and procedures. It was also identified that the Department was lacking work rules and a Code of Conduct, all key components to the successful operation of any entity.

It was further learned that training was lacking and fundamental systems were in need of revision. The review also determined the need to redistribute the workload within the organization to insure sound direction and oversight is provided to the staff.

The review identified that coupled with the lack of leadership and internal communication, the Department failed to have a Mission, Vision or Values Statement. Further, it was also found that the Department lacked a Strategic Plan. This author believes these documents, developed through participation by the Department members, will serve as key components to the success of the

organization. Not only will these initiatives chart the future for the organization but they will serve as a platform for communication and a common vision for its staff.

The review also found that the citizens, business owners and area contemporaries generally perceive the Kennebunk Public Services Department to be comprised of highly skilled and prideful personnel. Without exception, those interviewed identified the Public Services Department as a positive community asset. The fact that the department enjoys a positive public image is most important, and a credit to the membership of the agency.

It was also determined through the interview and survey process that the vast majority of those that serve in the organization want desperately for the department to further professionalize and for it to be recognized for providing high quality services to the Town of Kennebunk. The majority of the staff members want to be assigned projects and provided the necessary resources to accomplish those projects in a highly efficient and effective manner.

Within this report this author addresses the above findings in detail and makes several recommendations related to the management and delivery of contemporary services to the community.

A sampling of those recommendations is found below.

- **Improve internal communication with scheduled, routine management / staff / team meetings.**
- **Under the direction of the newly appointed Director, a concentrated, aggressive management system should be implemented to clarify and strengthen the organizational structure, roles and responsibilities within the Department, requiring accountability by staff. Effective leadership is paramount to the success of the Kennebunk Public Services Department.**
- **Develop weekly, monthly and quarterly reports to monitor work plans versus actual performance, resource needs and outputs.**
- **Contemporary policies and procedures must be developed. These policies and procedures should be designed to reflect modern day practices for a Public Services Department. They should be constructed in a manner that governs the expectations, actions and conduct of the members of the Kennebunk Public Services Department.**
- **Work Rules, along with a Code of Conduct, should be developed for the Department. These too should be constructed in a manner that sets forth the expectations of Department members.**
- **The Department should create goals, objectives, and performance measures to better tie work activities and functions to the long-term goals of the Department and the Town. Additionally, the development of goals, objectives and performance measures provides decision makers and policy setting bodies with better tools with which to set their priorities.**
- **The leadership team must work in concert to advance, through member participation, Mission, Vision and Values Statements that serve to define the organization. Further, the leadership team needs to work in concert with the members of the organization to develop a Strategic Plan, designed to provide the organization a “Blueprint for the Future.” The plan should include projected needs and associated costs to carry-out the cited vision.**
- **The Public Services Department should acquire and implement a maintenance management system.**

- **The Sea Road site that houses the Kennebunk Public Services Department should be evaluated and redesigned in a manner that allows for safe vehicle travel. The current configuration requires heavy equipment and vehicles operated by the public to intersect with great regularity, resulting in unsafe travel.**
- **The facility that houses the Kennebunk Public Services Department should be evaluated and revised in a manner that allows for a safe and comfortable work environment for the employees, and the appropriate housing of the equipment required by the Department.**
- **It is recommended that the Department's website capabilities be expanded to allow for the public to submit information and service requests to the Department (e.g. report potholes, downed trees or tree limbs, hazardous road conditions etc.)**
- **The use of an Automated Vehicle Location (AVL) system should be expanded to include all vehicles operated by the Department, leading to improved efficiencies, safety and security.**
- **It is recommended that the Department expand its use of geographic information systems (GIS). Doing so will allow for determining the exact locations of culverts, manholes, line striping, crosswalks, street and traffic signs, seasonal benches, trash receptacles, flower dories etc. Having the exact locations of such items will improve the overall efficiencies of the Department.**
- **The Department's Administrative Assistant should be relocated to the Public Services office for a minimum of twenty hours weekly. The current arrangement that has the Administrative Assistant located at the Town Hall, performing numerous duties outside of those of public services, fails to meet the support needs of the Department.**
- **The repair garage should be routinely staffed with a minimum of two (2) mechanics on a full-time basis, a practice that was started during this author's interim directorship. The volume of work, far exceeds the available time of a single mechanic, recognizing that public services cares for and maintains all public service equipment and vehicles, along with all other Town owned and operated vehicles to include those of the fire / EMS department, police department, code office, parks and recreation and assessor. Additionally, and more importantly, having a minimum of two mechanics assigned to the garage significantly improves workforce safety in an environment that is steeped in safety challenges.**
- **Coupled with the above recommendation, it is recommended that the Public Services Department hire one (1) additional full-time member at this time. This addition of one staff member will serve to fill the vacancy the above recommendation creates.**

- **The Parks Department Foreman should work in concert with the Director and or his designees to develop clear work plans designed to provide for a greater level of detail, including staff and equipment resources to provide for the level, quality and frequency of services expected and required of this service branch.**
- **The Parks Department should conduct an inspection of every park and landscaped area under their oversight on a quarterly basis and correct identified deficiencies as necessary.**
- **The Parks Department section of the Public Services Department is currently comprised of one (1) full-time Parks Foreman and two (2) part-time seasonal employees. They are charged with maintaining in excess of twenty (20) parks, along with numerous landscaped areas. The workload on this small staff significantly exceeds their time availability. It is recommended that the seasonal staff be expanded by a minimum of two (2) people.**
- **The current organizational structure should be restructured, allowing for the rebalancing and more equal disbursement of the duties and responsibilities of the Operations Manager and the Working Foreman.**
- **It is recommended that a complete review and revision of the position descriptions associated with each position reflected in this proposed restructuring be conducted. With that, there may be the need to perform a salary study to insure proper compensation is provided each position level.**

In summary, the assessment of the Kennebunk Public Service Department determined areas of both concern and strength. This author applauds the response of the Kennebunk Board of Selectmen and the Town Manager in hiring a consulting firm to assess this organization and make recommendations to address identified issues. This author is confident that the leadership of the town, along with the staff of the Kennebunk Public Services Department will embrace the recommendations found within this report as they strive to deliver contemporary services to the community.

2. Purpose, Scope and Methodology

Michael Pardue of The Tideview Group was engaged by the Town of Kennebunk to conduct an assessment of its Public Services Department. He was requested to review the operation of the Department and to make recommendations for change, intended to enhance the management and operations of said entity. Herein, this author provides a report containing recommendations that he believes will assist the Department and the Town in setting a clear course of improvement for the future.

To accomplish this effort, this author held a kick-off meeting with Town officials and available members of the Department, explaining the project approach while pledging confidentiality as related to information gathered during personal interviews and survey tools. Individual interviews were held with both full-time and part-time members, select business owners and members of the public. In addition, a variety of statistical data and information about the Department was collected.

This author assessed areas such as leadership, planning and visioning, command structure, span of control, the utilization of personnel, internal communication, working relationships with other persons and agencies, facilities and equipment and technology.

This consultant, in order to formulate the recommendations contained in this report, completed numerous on-site visits, and reviewed data collected through several assessment instruments, to include a S.W.O.T. analysis survey tool.

It is clear from the analysis that although there are numerous issues within the Department that require immediate attention, the members of the Kennebunk Public Services Department continually strive to provide quality services to the public.

This author greatly appreciates the many people who gave their full support and cooperation to this project. In particular, appreciation goes out to all of the people of the Town of Kennebunk government, including the Board of Selectmen, Town Manager and the entire staff of the Public Services Department for being cooperative and helpful in assisting in this most important initiative.

3. Consultant Profile



Michael W. Pardue is the founder and President of The Tideview Group, a firm specializing in providing management consulting services to public and private sector employers throughout New England. He is recognized in both public and corporate environments throughout the country for his innovative and contemporary approach to leadership, organizational management and strategic planning.

Michael Pardue has a wide-ranging management and operations background that spans more than 38 years. His public sector management experience includes serving as a Municipal Manager, Municipal Administrator, Director of Public Safety, Chief of Police, and Fire Chief in a variety of New England communities.

In addition to his wide-ranging experience in the public sector, Mr. Pardue offers an extensive private sector management and operations background as well. He has served as Vice President of Operations for the Atlas Group, a worldwide telecommunications corporation where he was directly responsible for managing project performance on a global platform, insuring adherence to quality standards, while meeting contractual obligations. Further, he managed Atlas Group's Global-consulting staff, responsible for the recruitment, staffing and development of personnel.

Mr. Pardue holds a bachelor's degree in Criminal Justice Administration, numerous management certifications and is a graduate of the Babson College Command Institute. His continuing education includes study at Harvard University's School of Business.

In addition to his affiliation with numerous professional organizations to include the International Association of Chiefs of Police and the International Fire Chiefs Association, Mr. Pardue is the Vice Chairman of the Board of Directors for Delta Dental of Maine. He also serves on the Delta Dentals Executive Board and is a member of the corporations Finance Committee.

Mr. Pardue consults and presents nationally on the topics of Organizational Leadership, Accountability and Workforce Culture, Transforming Workplace Cultures, Preventing Workplace Harassment, Strategic Cutback Management and Public Safety Directorship.



4. Demographics and Characteristics

Kennebunk is located in York County, incorporated on July 31, 1820 from a portion of Wells that was first settled, though not permanently, in the 1640's and 1650's. The Town has a total area of 43.87 sq. miles, approximately 113 road miles and an estimated 20+ miles of sidewalk, and is bordered by several beaches to its east. Tourism is one of its primary industries. The population of Kennebunk at the time of this assessment was estimated to be approximately 11,000. The summer population swells to an estimated 25,000 people.

The town hosts two nature preserves, both managed by The Nature Conservancy. Kennebunk Plains, a 1,000-acre sandplain community, provides vital habitat for the endangered grasshopper sparrow and four other animals and plants of special concern in Maine.

The Kennebunk River bisects the Butler/Marshall Preserves, which together span 195 acres and over a half-mile of river frontage. The area is predominantly pine forest. Picnic Rock, a large glacial boulder, is a popular spot for picnicking and swimming.

Reference: *An Encyclopedia* (www.themaineencyclopedia.com)

Town Government

The Town governing structure consists of an elected seven member Board of Selectmen and is legislated by Town meeting. It has the traditional complement of town services, including Police, Fire/EMS, Building, Health, Planning, Highway, Welfare, Library and the like.

Transportation

Interstate 95 bisects the Town north to south, connecting Kennebunk with Portland to the north and Portsmouth, New Hampshire and Boston, Massachusetts to the south. Additionally, Route 1 serves as another major travel corridor to points both north and south.

A railway traverses the town, allowing for both passenger and freight service. The nearest passenger terminal is located approximately five miles to the south in the Town of Wells. Rail passenger service connects Kennebunk to Portland, Maine and Boston, Massachusetts and points between and beyond.

A. About the Kennebunk Public Services Department

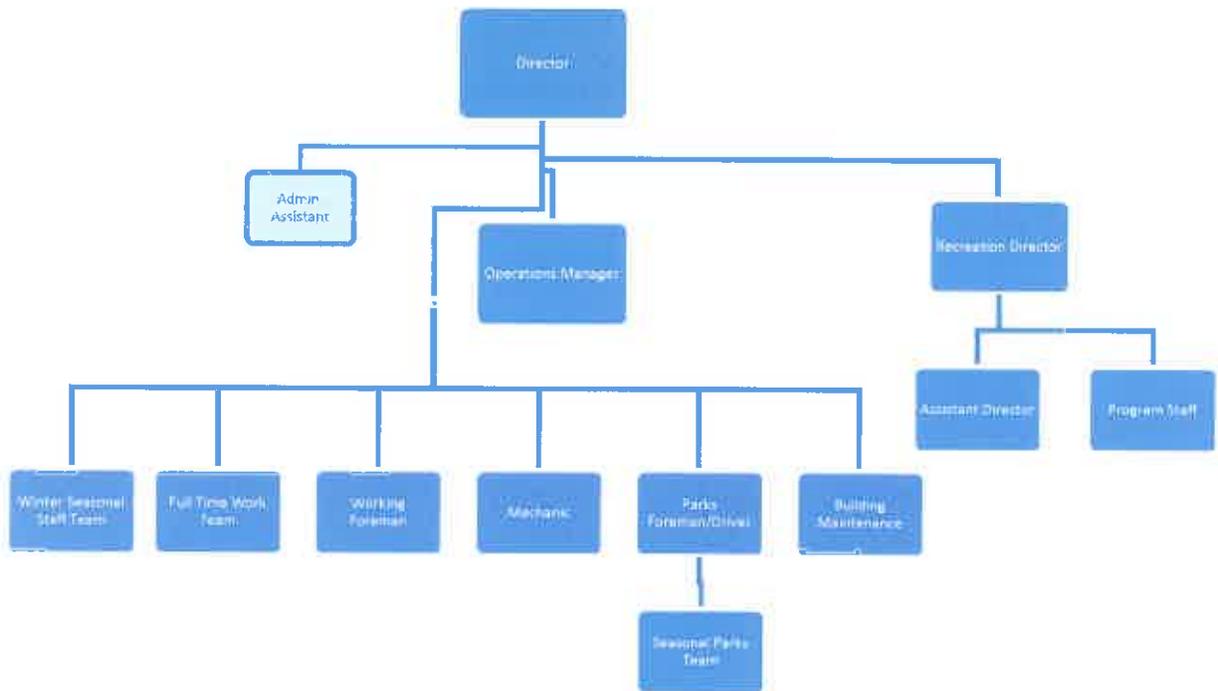
The Kennebunk Public Services facility is located at 36 Sea Road. On the same property is the Town's privately operated transfer facility, a bottle collection site and the Treasure Chest, a facility where citizens can drop off or pick-up a variety of household items. Additionally, at the entrance to the Public Services site is a dog park, a fenced facility designed for dogs to run off lead.

The Public Services staff is comprised of fifteen (15) full-time personnel. During the months of May-August the town hires two (2) part-time personnel to assist with the care and maintenance of the Town's 20+ identified parks, along with numerous landscaped areas. In the winter months the town hires part-time employees to assist with snow removal. Further, as snow conditions require, the town contracts for select snow removal operations in each of the three town villages.

The administration and supervisory staff of the Public Services Department is comprised of a Director, Operations Manager, Working Foreman and Parks Supervisor. The Department is served by one (1) Administrative Assistant that is stationed at the town hall where she performs numerous duties for many town departments.

It was identified during this assessment and in particular during this author's time as Interim Director, that the Administrative Assistant was unable to provide the administrative support required of the Public Services Department. This is attributed to her being tasked with numerous duties and responsibilities required of the town government, to include processing weekly payroll for all municipal personnel. This author strongly recommends that the Administrative Assistant be relocated to the Public Services facility at a minimum of twenty (20) hours weekly in order to provide this entity with much needed administrative support.

B. Current Kennebunk Public Services Organizational Structure – 2015



C. Current Kennebunk Public Services Position Descriptions – 2015

DIRECTOR OF PUBLIC SERVICES

CLASS TITLE:	Director of Public Services	CODE NUMBER:	
DEPARTMENT:	Public Services	GRADE NUMBER:	
UNION:	Not Applicable	STATUS:	Exempt
DATE:	April 2015		

GENERAL PURPOSE:

This job involves complex professional work providing direction, oversight and support for the programs and activities of the Public Works and Recreation sections that together make up the Public Services Division. The Director of Public Services is responsible for ensuring smooth functioning and communication between the sections of the Division; especially in the area of building and ground maintenance for recreational facilities and programs.

As the Road Commissioner, responsible to the Town Manager and the Board of Selectmen for the conditions of the highways and bridges within the Town, the Director of Public Services will prepare plans and budgets for the maintenance, repair and other work on the highways and bridges in Town. The Director will ensure such work is carried out with efficient use of resources within all applicable codes, specifications and guidelines.

The Director of Public Services is responsible for ensuring the safety and good operating condition of all Town owned buildings, grounds, parks, Public Service vehicles and mechanical equipment. The Director is responsible for the Solid Waste, Recycling and Composting contracted services.

The Director of Public Services will maintain a close working relationship with the Town Engineer, who provides engineering services to the Public Services Division. The Director will provide technical analysis to Town-related projects and activities as necessary.

SUPERVISION RECEIVED:

Work is carried out with considerable independence, initiative, and judgment under the general supervision of the Town Manager.

SUPERVISION EXERCISED:

The Director is responsible for the supervision of the Public Services division including all employees in both the Public Works Department, and the Recreation Department; and provides oversight of all sub-contractors working on Public Services projects. Direct reports are the Director of Recreation, and the Supervisors or Working Foremen in the Public Works Department.

KEY ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Prepares and administers the budget for the Division, ensuring the efficient utilization of manpower, materials, and equipment throughout all Division operations.
- Reports to the Town Manager on the overall needs for construction or maintenance projects in the areas of public works, recreation infrastructure, Town buildings, grounds and parks. Formulates work plans and cost estimates to recommend action to the Town Manager.
- Develops and enforces Division operating policies following best practices. Administers union contracts, including disciplinary procedures, and participates in negotiations.
- Oversees and provides guidance to the Recreation Division, ensuring coordination within the Public Service Division especially in the areas of facilities and recreation infrastructure.
- Plans, directs and exercises general supervision over all public works including, but not limited to, those works falling under the supervision of the Road Commissioner and public works for the construction and maintenance of all public facilities and grounds as required for the safe and efficient operation of the Town. Coordinates with the M.D.O.T. on programs within the community.
- Develops specifications for equipment and materials needed for the work of the Division and oversees all purchases.
- Inspects work to ensure conformance with all given engineering and regulatory specifications and standards, and makes necessary adjustments in assignments and methods to correct deficiencies in a timely manner. Ensures implementation and compliance with Federal and State regulations (MDOT, DEP, EPA, and OSHA) relative to all public works.
- Provides oversight of the contractors providing the solid waste disposal program, the recycling program and the composting program. Provides oversight of the contractor operating the Town transfer and recycling center. Acts as the key liaison between these contractors, the Town and the public.
- Contributes to the Safety committee and participates on Staff review committee for projects.
- Works with the Town Engineer during the development and progress of various projects of the Division and the public to provide technical advice to the public, various municipal divisions and the Town Manager.
- Maintains positive public relations and responds to citizen inquiry and complaints.
- Assists the Town Engineer in maintaining and safely storing records, instruments, plans, profiles, records of surveys and all other property and papers relating to construction and engineering work of every description belonging to the Town.
- Manages the Division's public communication including the Division's page on the Town website as directed by the Town Manager.
- May operate as a working foreman on projects in the absence of the regular foreman or to facilitate emergency work.
- Performs related work as required and/or assigned by the Town Manager or designate.

PERIPHERAL DUTIES:

Serves or designates a staff member to serve as a member on the Town Safety Review Committee and Park and Open Space Committee.

DESIRED MINIMUM QUALIFICATIONS:

Education and Experience:

- (A) Graduation from an accredited college or university with a degree or diploma, and
- (B) A minimum of four (4) years of supervisory experience with specific experience supervising major road construction and maintenance activities or
- (C) Any equivalent combination of education and progressively responsible experience.
- (D) Must possess a valid motor vehicle operator's license and be willing and able to obtain an appropriate CDL operator's license.
- (E) Has or is willing to obtain certification for the Local Assistance Program (L.A.P.)

Knowledge, Skills and Abilities Necessary for Success:

- Ability to establish and maintain harmonious relationships with employees, co-workers, outside agencies and the public, and to effectively obtain satisfactory work output.
- Extensive knowledge of and the ability to soundly apply the principles and practices of management, organization, personnel, budgeting and financial administration in the operation of a major municipal department.
- Ability to utilize computer and software necessary to accomplish the needs of this department. Has a full working knowledge of Microsoft products, and ability to read electronic blueprints, and construction drawings. AutoCad and GIS would be a plus.
- Thorough knowledge of materials, methods and techniques commonly used in street, sidewalk and reconstruction activities.
- Thorough knowledge of the hazards and applicable safety precautions of the work.
- Thorough knowledge of the operation of construction equipment such as trucks and loaders used in road construction work and other equipment used in public works such as snow blowers and lawn mowers; and the ability to supervise and direct the activities of employees engaged in the operation and maintenance of such equipment.
- Skills of an arborist and knowledge of the safe application of weed and pest control chemicals are useful to plan and direct the maintenance of public parks and other public lands.
- Ability to plan, direct, supervise and train the work of a crew and equipment operators performing semi-skilled road construction activities and other Public Works projects to obtain efficient results.
- Knowledge of FEMA and emergency response reimbursement.
- Ability to inspect work of contractors in Public Works projects and to determine compliance with plans and specifications.
- Ability to read engineering plans and to follow prescribed lines and grades.
- Ability to understand and follow complex oral and written directions.
- Ability to keep records and prepare reports.

SPECIAL REQUIREMENTS:

Must have flexibility regarding time management, have good interpersonal skills, and be able to deal with irate citizens in an effective manner.

PHYSICAL DEMANDS:

While performing the duties of this job, the employee is frequently required to sit and talk or hear; use hands and fingers; handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to walk or hike in remote areas of town and over variable surfaces. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position. The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the employer and requirements of the job change.

OPERATIONS MANAGER

CLASS TITLE:	Operations Manager	CODE NUMBER:	
DEPARTMENT:	Public Services	GRADE NUMBER:	
UNION:	Not Applicable	STATUS:	Exempt
DATE:	January, 2014		

GENERAL PURPOSE:

Operating under general guidance from the Public Works Director and in accordance with applicable policies and procedures, the incumbent oversees the construction, maintenance and repair activities of the Highway Division while ensuring the overall safety of the crew at assigned sites. Over sees operations of Recycling Division when warranted. Plans, schedules, and assesses daily workloads, assigns work to crews, and inspects work in progress.

The Operations Manager is responsible for supervising others in the safe and efficient operation of heavy construction equipment entailing considerable manipulative difficulty in operation.

The employee is responsible for coordinating all facility improvements and maintenance.

SUPERVISION RECEIVED:

Works under the Director but works independently.

SUPERVISION EXERCISED:

Supervises the Division of Public Works, Division of Parks, and all department employees and sub-contractors as necessary. As well supervises and directs the Department Working Foremen, Heavy Equipment Operators, Truck Drivers, Laborers, Recycling Truck Drivers, Recycling Ambassadors, Garage Mechanic.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Supervises the work of a group of semi-skilled and skilled workers and equipment operators engaged in performing routine repairs, maintenance and construction activities on streets, roads, bridges, storm sewers, drainage pipes and ditches, buildings and other municipal physical facilities.
- Supervises a group of equipment operators and truck drivers engaged in striping, sweeping, plowing, and salting and sanding streets and roads.
- Ensures work locations are set up according to State and Federal laws and regulations.
- Responds to citizen complaints and concerns by assigning work to necessary employees, ensuring that resolution is achieved in a timely manner.
- Monitors material required for road maintenance and projects and orders inventory when needed.
- Hires outside contractors for purposes of winter road maintenance work.
- Responds to internal vehicular and equipment accidents, assesses damage, and collects information for reports to insurance companies.
- Monitors maintenance record on fleet of vehicles and equipment, ensuring regular preventative maintenance is scheduled and performed.
- Oversees Parks Division employees in the performance of duties and maintenance of equipment.
- Participates in annual budget process by securing bids and estimates for future road work and other projects.
- Facilitates meetings comprised of internal Public Works employees to resolve and respond to employee or citizen complaints or concerns regarding safety.
- Orients and trains all employees on proper safety techniques and standard operating procedures regarding operation of all equipment.
- Meets with Union Shop Steward as first level of management to respond and resolve union grievance issues.
- Manages employee relations issues of work crews.
- Oversees custodial work in Public Works building and assigns special projects as necessary.
- Acts as Public Works Director on a temporary basis during his/her absence.

PERIPHERAL DUTIES:

Serves as a member on committees as directed or warranted.

DESIRED MINIMUM QUALIFICATIONS:

Education and Experience:

- (F) Graduation from a technical college or university with an engineering degree or a closely related field, and
- (G) Four (4) years of supervisory experience or
- (H) Any equivalent combination of education and progressively responsible experience.
- (I) Must possess-valid driver's motor vehicle operator's license.
- (J) Must be able to pass a standard medical/physical examination.

NECESSARY KNOWLEDGE, SKILLS & ABILITIES:

- Considerable knowledge of the materials, methods, techniques, tools, and equipment used in street, road, bridge, sewer, drainage, and building and allied construction maintenance and repair work.
- Ability to plan, organize and supervise a group of subordinates in a manner conducive to full performance and high morale.
- Ability to establish and maintain effective working relationships with other employees, subordinates and the general public contacted in the performance of regular duties.
- Considerable knowledge of Dig Safe laws, OSHA regulations, Work Zone Safety Traffic Control laws, and other applicable laws related to Public Works responsibilities.
- Considerable knowledge of the functions and operating methods of a variety of heavy and complex construction and related equipment used on various jobs, such as excavating, loading, working to grade, rolling and related work.
- Ability to read engineering plans for road construction and to follow prescribed lines and grades. Ability to inspect work of contractors in engineering and Public Works projects and to determine compliance with plans and specifications.
- Considerable knowledge of the hazards and applicable safety rules and regulations for the work, as well as operating heavy equipment.
- Ability to operate heavy equipment efficiently and safely.
- Ability to service and make minor repairs to equipment.
- Good muscular coordination, alertness, physical strength, agility and stamina, and ability to withstand exposure to adverse climatic conditions.
- Ability to communicate and get along effectively with employees.
- Associates degree or the equivalent of 60 college credits preferred; experience as a labor foreman or similar supervisory position; extensive experience in operating heavy and/or complex construction equipment.
- Valid Class A Commercial Driver's License required.
- Ability to utilize computer and software necessary to accomplish the needs of this department. Has a full working knowledge of Microsoft products, and ability to read blueprints, and construction drawings.

SPECIAL REQUIREMENTS:

Must have flexibility regarding time management, have good interpersonal skills, and be able to deal with irate citizens in an effective manner.

Employee must adhere to the Towns Personnel Policy.

PHYSICAL DEMANDS:

Regular physical activity required including driving, walking, standing, stooping, pushing, and pulling. Ability to lift, carry, and position objects utilizing proper body mechanics and techniques, up to 50 lbs above shoulders, lift and carry up to 75 lbs and push or pull 150 lbs normally outdoors in noisy and sometimes unpleasant situations with exposure to extreme elements and temperatures. Moderate to maximum exposure to injury or other hazard.

Shares after hour’s response, emergency work scheduling and emergency work supervision with the Public Works Director.

WORKING FOREMAN

CLASS TITLE:	Working Foreman	CODE NUMBER:	
DEPARTMENT:	Public Services	GRADE NUMBER:	
UNION:	Not Applicable	STATUS:	Exempt
DATE:	January, 2014		

GENERAL PURPOSE:

This is a working supervisory position which is responsible for overseeing specific construction, maintenance and repair activities. Operation of highway/heavy construction equipment is also required.

The Working Foreman is responsible for the safe and efficient operation of heavy construction equipment entailing considerable manipulative difficulty in operation. The work is distinguished from other related classes by the responsibility for operating such equipment as heavy truck-type bulldozer, excavator, patrol grader, asphalt rollers, and related equipment. Assignments to this class presume the operation of such equipment as a regular assignment. When employees are not engaged in the operation of this equipment, they may be assigned to the operation of heavy trucks and to other types of construction equipment or to maintenance and repair tasks. General supervision is received from the Operations Manager, who assigns and inspects work in progress. Supervision will be exercised over work crews on a regular basis.

SUPERVISION RECEIVED:

Works under the Director& Operations Manager but works independently.

SUPERVISION EXERCISED:

Supervises the employees of the Public Works division, Division of Parks, and all department employees and sub-contractors as necessary. To include but not limited to the Heavy Equipment Operators, Truck Drivers, Laborers, Recycling Truck Drivers, Recycling Ambassadors, Garage Mechanic.

ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Supervises the work of a group of semi-skilled and skilled workers and equipment operators engaged in performing routine repairs, maintenance and construction activities on streets, roads, bridges, storm sewers, drainage pipes and ditches, buildings and other municipal physical facilities.
- Supervises a group of equipment operators and truck drivers engaged in striping, sweeping, plowing, and salting and sanding streets and roads.
- Ensures work locations are set up according to State and Federal laws and regulations.
- Responds to citizen complaints and concerns as directed.
- Operates a heavy motorized grader for graveling, leveling, and excavating roads and leveling and filling.
- Responds to internal vehicular and equipment accidents, assesses damage, and collects information for reports to Operations Manager
- Operates a power-driven road roller in patching and ironing of asphalt surfaces and other road and street maintenance work.
- Operates a patrol grader in street maintenance and repair work and performs grading and dragging and other work involving the use of attached equipment; operates trucks, tractors, excavators, backhoes, and other equipment in street and other construction work.
- Performs general maintenance and repair work on equipment.
- Operates equipment in unloading materials, building levees, filling sand bins, and other lifting and loading work, and digging for sewers and related public works construction and maintenance activities.
- Facilitates meetings comprised of internal Public Works employees to resolve and respond to employee or citizen complaints or concerns regarding safety.
- Orients and trains all employees on proper safety techniques and standard operating procedures regarding operation of all equipment.
- Acts as Operations Manager on a temporary basis during his/her absence.

PERIPHERAL DUTIES:

Serves as a member on committees as directed or warranted.

DESIRED MINIMUM QUALIFICATIONS:

Education and Experience:

- (K) High School Diploma or GED,
- (L) Four (4) years of supervisory experience or
- (M) Any equivalent combination of education and progressively responsible experience.
- (N) Must possess-valid driver's license CDL Class A.
- (O) Experience in operating heavier and more complex construction equipment.
- (P) Must be able to pass a standard medical/physical examination. Must Adhere to the Towns Personnel Policy.

NECESSARY KNOWLEDGE, SKILLS & ABILITIES:

- Considerable knowledge of the materials, methods, techniques, tools, and equipment used in street, road, bridge, sewer, drainage, and building and allied construction maintenance and repair work.
- Ability to plan, organize and supervise a group of subordinates in a manner conducive to full performance and high morale.
- Ability to establish and maintain effective working relationships with other employees, subordinates and the general public contacted in the performance of regular duties.
- Considerable knowledge of Dig Safe laws, OSHA regulations, Work Zone Safety Traffic Control laws, and other applicable laws related to Public Works responsibilities.
- Considerable knowledge of the functions and operating methods of a variety of heavy and complex construction and related equipment used on various jobs, such as excavating, loading, working to grade, rolling and related work.
- Ability to read engineering plans for road construction and to follow prescribed lines and grades. Ability to inspect work of contractors in engineering and Public Works projects and to determine compliance with plans and specifications.
- Considerable knowledge of the hazards and applicable safety rules and regulations for the work, as well as operating heavy equipment.
- Ability to operate heavy equipment efficiently and safely.
- Ability to service and make minor repairs to equipment.
- Good muscular coordination, alertness, physical strength, agility and stamina, and ability to withstand exposure to adverse climatic conditions.
- Ability to communicate and get along effectively with employees.
- Valid Class A Commercial Driver's License required.
- Ability to utilize computer and software necessary to accomplish the needs of this department. Has a full working knowledge of Microsoft products, and ability to read blueprints, and construction drawings.

SPECIAL REQUIREMENTS:

Must have flexibility regarding time management, have good interpersonal skills, and be able to deal with irate citizens in an effective manner.

Must Adhere to the Towns Personnel Policy.

PHYSICAL DEMANDS:

Regular physical activity required including driving, walking, standing, stooping, pushing, and pulling. Ability to lift, carry, and position objects utilizing proper body mechanics and techniques, up to 50 lbs above shoulders, lift and carry up to 75 lbs and push or pull 150 lbs normally outdoors in noisy and sometimes unpleasant situations with exposure to extreme elements and temperatures. Moderate to maximum exposure to injury or other hazard.

Shares after hour's response, emergency work scheduling and emergency work supervision with the Operations Manager.

PUBLIC SERVICES ADMINISTRATIVE ASSISTANT

TELEPHONE CALLS / CUSTOMER SERVICE

Handle 100% of incoming calls to Public Works Dept. Can be as few as 5 a day or as many as 40 a day. Involves taking messages and/or returning calls. Handle all mail for Public Works Dept.

PAY AS YOU THROW

All aspects of the Town's PAYT Program. Including sales & inventory. Monthly billing of sales to local stores and also monthly billing and tracking of both municipal & commercial solid waste collection.

PAYROLL

Daily monitoring of Time Trak for Public Works Dept. Finalize weekly with vacation, sick and comp hours. Track time for each employee & post monthly per union agreement.

PAYABLES

Preparation of bills for department head signature. Includes but not limited to tracking of purchases, tracking down invoices on statements (may include calling Vendor to send invoice copy). Once signed by Dept. Head copy and file for department history.

HOUSEHOLD HAZARDOUS WASTE DAY

Organize and manage annual HHWD for Kennebunk, Kennebunkport, Wells & Arundel. Liaison with all 4 communities and Clean Harbors Environmental Services. Distribute appropriately the cost per Town and submit for a Grant reimbursement when eligible through State Planning Office.

MISCELLANEOUS DUTIES

Assist with budget.
Track all salt / sand purchases
Order supplies as needed
FEMA Reporting when Snow Emergency or Disaster Declared.

FIRE DEPARTMENT RESPONSIBILITIES

Update & track all training file information for all fire/rescue personnel.
Prepare bills as stated in Public Works Duties
Burn Permits

5. Summary of the Employee Surveys

The Tideview Group conducted a survey of employees of the Town of Kennebunk's Public Services Department, soliciting input with regard to employee perceptions of organizational, operational, and other issues within the Department. This survey was conducted as part of the assessment of the Department.

Employee feedback was derived through an in-person S.W.O.T. (Strengths, Weaknesses, Threats, Opportunities) analysis designed to obtain general perceptions and attitudes of the staff of the Department. Due to the in-person format, participation was 100%.

The points which follow provide a description of the survey instrument.

- While the survey was confidential, respondents were asked to indicate their assignment in the Department of Public Services.
- The survey requested respondents to identify the three greatest Strengths, Weaknesses, Opportunities and Threats (S.W.O.T.) they perceive as related to the Public Services Department.

The section that follows, presents a brief overview of the results of the employee survey.

STRENGTHS

- “Depth of knowledge of most of the staff”
- “Commitment to getting a job completed successfully”
- “Desire to do work in-house”
- “Most of our guys have a lot of capabilities”
- “New mechanic is doing a good job”
- “Tom has been very helpful in obtaining new equipment”
- “Team Work”
- “Experience”
- “Young guys coming on-board”
- “We have a very good work force”
- “Employees do as they are told without much prodding”
- “We care about the community”

WEAKNESSES

- “Lack of Leadership”
- “Size of department”
- “Lack of support”
- “Lack of Communication”
- “Need bigger garage”
- “We do not have any discipline”
- “Poor equipment condition – but it is improving”

- “Poor Communication between supervisors”
- “Poor morale”
- “Back stabbing”
- “Poor follow through on cleaning up after jobs”
- “No set of rules to go by”

OPPORTUNITIES

- “New young employees willing to work”
- “To show the taxpayers how much we do and how well we do it”
- “Age of our team”
- “Working well with outside contractors i.e. Waterhouse Center”
- “I think there is some opportunity for advancement”
- “To make the team safer and save the taxpayers money”
- “New building”
- “Newer equipment with which to do our jobs”
- “Changing the view the town has of the department”
- “Getting a new Director”

THREATS

- “Size”
- “Lack of leadership”
- “Lack of communication”
- “Fairness across the board”
- “Higher up guys”
- “Guys trying to get on the boss’s good side”
- “Communication between bosses”
- “Lack of trust and confidence from the Director”
- “Budget woes”
- “Demoralization”
- “Management”
- “In-fighting”
- “Do as I say, not as I do”
- “Public is unhappy because we are not managed well”

Eighty percent (80%) of the employees surveyed cited poor leadership, poor morale and lack of trust within the organization as what they perceived to be the greatest weakness and threat to the Department.

At the same time, the majority of respondents referenced believing the organization was comprised of highly skilled and motivated employees that desired effective management.

6. Leadership in the Kennebunk Public Services Department

Those selected for leadership roles in public service organizations are expected to lead by example. Followers look to leaders to inspire, motivate and role model and to possess contemporary skills and communication abilities. They further expect a leader to model impeccable morals, values and ethics and to demonstrate an energetic and enthusiastic approach to work.

Leadership is vital to the success of every organization. The profession of public services is no exception. Leaders in the profession of public services need to demonstrate creative problem solving and sound decision making. Further, they need to be skillful in conflict resolution, quelling agency unrest rather than exacerbating it.

It is important to note for the purpose of this assessment, that as leadership is discussed, significant changes have evolved in the Kennebunk Public Services Department. At the on-set of this assessment, the leadership at that time was highly ineffective, bordering on dysfunctional. The relationship between the Director and the Operations Manager was severely strained, resulting in poor internal communication, negatively impacting the morale of the entire organization. The majority of members interviewed cited their desire to leave the organization if “change” was not forthcoming. In addition to the strained lines of communication among the leadership team, a high level of distrust existed between the Director and many of the staff. Although this concern was brought forth to the involved individuals during this assessment, those parties continued to work in silos, avoiding one another and openly criticizing each other. This behavior eroded the functionality and morale of the Department.

It is this author's belief that successful leadership requires, at a minimum, six core components. These six components are:

- **Honesty and Integrity**

- Competent leaders create an organizational culture built on these two core values and employees are consistently held accountable to them. Without honesty and integrity as fundamental cornerstones, organizations will rarely succeed long term. Creating such a culture starts at the top of the organization.

- **Astute Self Awareness**

- A leader must understand their personal strengths and weaknesses. All leaders have faults and instinctive behaviors that render unintended results and/or consequences. It is critical for a leader to authentically know themselves, admit their shortcomings and ask for assistance in addressing them. This demonstrates a level of humility while humanizing the leader. If a leader acts like they are perfect and act aloof, they will lose credibility and trust. They will often times be characterized as arrogant, non-caring and intimidating.

- **Vision**

- High performing leaders see the "whole picture" and do not get too focused on specific tasks or initiatives. They have significant knowledge of their chosen profession and are viewed as strategic thinkers. They often have strong networks and consistently identify important trends early in their life cycle. They are generally adept at communicating a vision of the future and getting organizational buy-in.

- **Courage**

- To have courage requires confidence. Strong leaders are very confident in themselves and their ideas, which allows decisive behavior. It is important however that they are able to exude that confidence without conveying arrogance or intimidation. Otherwise, they will build a barrier between themselves and those they lead.

Good leaders have the ability to make tough decisions and are willing to take risks, even when conventional wisdom would dictate otherwise. They must be willing to stand alone if they believe in their convictions. This is directly related to their visionary skills, strategic thinking and their self-confidence.

- **Communication Skills**

- Successful leaders do not have to be great speakers or exceptional writers. What is required is an approach which is inspirational, persuasive and honest. Leaders communicate in a way that generates support and willing followership, because if someone is not successful in doing those two things, they cannot effectively lead.

Good leaders must be truthful at all times. They must exude a positive attitude and be viewed as optimistic, even in the most turbulent of times.

- **Team Builder**

- Effective leaders must have superior team building skills. This requires first and foremost the ability to attract and retain top talent. Strong leaders are generally good recruiters as people want to follow them due to their strong leadership skills.

Every good leader knows they cannot advance their organization working from within a silo. They know that having high quality talent enhances the opportunity for success. They know they need to build a team with strong, complementary skill sets and experiences and constantly look to surround themselves with individuals that have skills that complement their weaker areas. This approach results in strong teams. Importantly, they also understand that a team performs best when its members have differing personalities and styles, to expand perspectives when problem solving.

A good leader is often the facilitator of the team, able to generate healthy discussions and generate consensus. Successful leaders know that if the team believes in, and is committed to a strategy or plan, the chance of success increases significantly. The team becomes passionate in their approach.

This author believes further that a strong leader should care deeply about what he or she leaves behind in other people, the conviction and the will to carry on. In this context, the importance of public service leadership is immeasurable. While public service leaders must continue to build and expand the ability of their staff, it is incumbent upon the profession that it build within its ranks the ability to lead the profession into the future.

At the inception of this assessment the leadership in the Kennebunk Public Services Department was deficient in meeting the majority of the aforementioned six core components of effective leadership. As a result, it is the opinion of this author that the organization was floundering and the future of the organization was at risk.

This author is very pleased to report that over the past several months, following a change in leadership, the Kennebunk Public Services Department has demonstrated the ability to work collaboratively, in a highly productive and professional manner. Employees report excellent morale, much improved communication and feeling supported by management. It is the opinion of this author that the future of the Department is very bright.

A. Acknowledging Good Performance

One of the most commonly missed opportunities by quality improvement programs is recognizing the good work being done. Although the main objective of quality improvement is to identify and correct mistakes, it is also totally appropriate and beneficial to acknowledge and reward the good work that is frequently performed.

At the inception of this project, it was identified that much of the excellent work being performed by the staff of the Public Services Department was not being acknowledged by senior leadership. The failure to recognize and commend good performance was negatively impacting the morale of the organization. **This author recommends the new Director and his leadership**

team implement systems that serve to identify good performance. There are many ways of doing this, the simplest being a letter of commendation from the Director, Operations Manager or Working Foreman that is posted for general viewing, with a copy being placed in the appropriate personnel file(s). **This author also recommends identifying a “project of the month” and recognizing that crew for a job well done.** Recognizing good employee / crew performance leads to a positive work environment, increased communication within the workforce and elevates the pride of employees.

7. Policies, Procedures and Work Rules

Every business - no matter which industry it operates in - requires well-documented and comprehensive workplace policies, procedures and work rules. During the interviews, surveys, and on-site meetings conducted during this assessment, it was determined that the Kennebunk Public Service Department lacked documented and clearly defined policies, procedures and work rules.

A workplace set of Standard Operating Policies (SOP's), is a set of rules and principles that aims to guide employees on how to perform specific tasks in the workplace. Employers should have policies and procedures in place to address numerous areas to include – workplace conduct, health and safety, communication, etc.

Having well-developed policies, procedures and work rules in place provides benefits to the Kennebunk Public Services Department to include:

1. They inform employees in knowing know what is expected of them with respect to standards of behaviors and performance.
2. They will establish a set rules and guidelines for decision-making in routine situations so that employees do not need to continually ask leadership what to do.
3. They allow the employer to demonstrate good faith that employees will be treated fairly and equally.

4. They allow employers to have in place an accepted method of dealing with complaints and misunderstandings to help avoid the appearance of favoritism.
5. They provide the employer a means of communicating information to new employees.
6. They set a framework for the delegation of decision making.
7. They offer the employer protection from breaches of employment legislation, such as equal employment laws.

Having workplace policies and procedures in place is only effective if leadership makes sure they are properly implemented and monitored. **The author of this report strongly recommends that the Kennebunk Public Services Department develop and properly institute an appropriate set of Policies, Procedures and Work Rules.** Once appropriately adopted and implemented, it is recommended that these documents be reviewed and updated annually, at a minimum.

8. Code of Conduct

This assessment revealed that the Public Services Department is in need of an adopted Code of Conduct. Having an employee code of conduct defines the expected personal behavior of employees and serves to inform employees of those expectations.

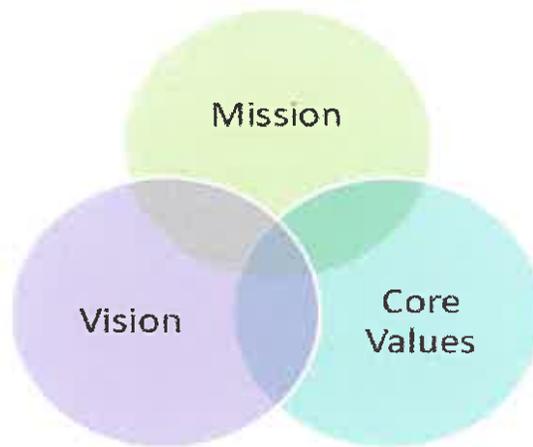
The purpose of a code of conduct is to develop and maintain a standard of conduct that is acceptable to the employer and identifies the conduct expected of its employees. This document also serves to remind the employee of what is expected of them, and that their actions, appearance, conduct and demeanor will affect the both the employee and the employer.

Codes of conduct should address:

- a. Appropriate use of resources
- b. Conflicts of interest
- c. Acceptance of gifts, donations, gratuities, etc.
- d. Use of social media and the Internet

A formal code of conduct should be developed for the Department of Public Services to assist managers, supervisors and employees in creating an environment that defines ethical behavior and clearly outlines the penalties for not adhering to the adopted Code of Conduct.

9. Mission Statement, Vision Statement, and Core Values



Mission, vision and values are key elements of an organization's strategic planning. They should be developed through input from all corners of the organization and should be communicated to staff and publicized for stakeholders (residents, business owners and visitors) to view.

The mission and vision statements are critical to the strategic planning process since they provide clear, guiding principles that further define the organization and why it exists. Mission and vision statements create the foundation for action planning and a basis for accountability with the community.

Mission Statement - Mission is a statement that specifies an organization's purpose or "reason for being." The mission should capture the essence of who the Public Service Department is, what the Department does, and for whom. The mission should guide each day's activities and decisions. It is the primary standard from which the organization plans and its efforts evaluated. The mission statement should use simple and concise terminology, speak loudly and clearly, and generate enthusiasm for the organization. *The mission is the core, it is the purpose of the organization.*

Vision Statement - The vision of an organization answers the questions "where are we going" and "what can we achieve?" It is a word picture of what the organization strives to be, and serves as the blueprint that inspires, and motivates those affiliated with the organization. The vision of an organization identifies how the good work of the organization will positively impact the service area.

Core Values - Values are the principles and ideals that bind the organization together including the customers, employees, vendors, and all stakeholders. They are developed to frame an ethical context for the organization, and to many they are the "ethical standards" of the organization – the foundation for decision making within the organization.

Core values are critically important to organizations because those who have the same value systems, or core values, tend to succeed within the organization, while those who do not share that set of values generally do not succeed. As employees are faced with daily decision-making, the core values will serve as the guidelines. It is imperative for the values of managers and employees to match for if they do not, there is typically high turnover and decreased productivity.

All leadership must operate from the same ethical frame of reference so that decisions of one will mirror the decisions of others.

This author strongly recommends that the Kennebunk Public Services Department work immediately to develop Mission, Vision and Values statements as the organization charts its future.

10. Strategic Plan



Strategic planning is a disciplined management activity that results in fundamental decisions and actions that are used to set priorities, focus energy and resources, strengthen operations, and ensure that employees are working toward common goals. Strategic planning is the process of developing objectives, strategies and tactics to achieve the mission of the organization. A strategic plan should be developed with the organization’s Mission, Vision and Values statements as its foundation. It serves to shape and guide what an organization is, who it serves, what it does, and why it does it, with a focus on the future. Effective strategic planning identifies where an organization is going and the actions needed to make progress.

This author strongly encourages the Kennebunk Public Services leadership team, with input from staff and appropriate stakeholders, to develop and implement a strategic plan.

11. Equipment and Maintenance

As employee survey responses indicate, the condition of equipment at the Kennebunk Public Services Department is improving on a daily basis. This is a credit to the diligence of the two Department mechanics that have worked to bring the Department's equipment to a much improved standard. Their hard work, coupled with the support of the previous Directors and the financial backing of the taxpayers, has allowed the Department's equipment to be brought to acceptable standards. It is also important to recognize the efforts of the previous Directors who secured funding for new equipment in instances where the current equipment could not be refurbished due to age and/or severe deterioration.

This author recommends maintaining two (2) mechanics on a full-time basis in the garage, a practice that was started during this author's interim directorship. The volume of work, far exceeds the available time of a single mechanic, recognizing that public services cares for and maintains all public service equipment and vehicles, along with all other Town owned and operated vehicles e.g. fire department, police department, code office, parks and recreation, assessor etc. Further, having a minimum of two mechanics assigned to the garage significantly improves workforce safety in an environment steeped in safety challenges.

A complete inventory of Capital Equipment under the care and control of the Kennebunk Public Services Department is shown under Appendix A-1. Credit for this inventory is given to Kennebunk Public Services employee Steve Leach. His work on this initiative is greatly appreciated.

12. Facility

The facility that currently houses the Kennebunk Public Services Department is beyond maximum capacity. The Department is utilizing all the space afforded inside and forced to store expensive equipment outside, impacting the longevity of such equipment, while placing it at risk of vandalism and/or theft. An illustration of the overcrowded conditions cited herein appears below.



Equipment being forced to outside storage includes a variety of vehicles, plows, sidewalk snow removal machinery and the like. At any given time there are several hundreds of thousands of dollars of equipment sitting outside the facility. **It is recommended that the town give thoughtful consideration to remodeling and enlarging the existing structure(s) that house the Kennebunk Public Services Department as the equipment needs for this Department are expected to grow over the next several years.**

The office space is also cramped, particularly based on the recommendation that the Administrative Assistant be afforded office space so she can support the Department on a twenty or more hour per week basis. **This area requires expansion to afford the Department administration and support staff appropriate workspace.**

As this report goes to print, this author understands that the Town Manager and new Director are working on a plan to reconfigure the traffic pattern of the grounds, and a redesign of the facility and entire Sea Road site is underway. **This author encourages continued advancement of this initiative.**

13. Technology

There is minimal use of technology in the Kennebunk Public Services Department. For example, the Department does not have a comprehensive automated maintenance management system. A system of this nature allows for a means to plan and schedule preventive / routine maintenance and document unscheduled repair work, while tracking costs associated with identified strategic activities. It further allows management and supervisors to track productivity, project life cycles and replacement needs for key items (e.g., building systems and components, equipment, vehicles, etc.). Such a system also provides the ability to document and track service requests generated by customers (residents, business owners, visitors). It is the understanding of this author that funds have been budgeted for computer software that will meet many of the above needs. **It is the recommendation of this author that this initiative advance as soon as appropriate.**

The Department's website is an important tool for providing information to the public and appears to be used marginally for this purpose. **It is recommended that its capabilities be expanded to allow for the public to submit information and service requests to the Department (e.g. report potholes, downed trees or tree limbs, hazardous road conditions etc.)** Commonly known in some settings as "See, Click, Fix," computer generated service request notifications by the public are generally an efficient and expedient means for the Department to be notified of hazardous situations, allowing for these concerns to be addressed in a timely and well planned manner.

It is recommended that the Department expand its use of geographic information systems (GIS). Doing so will allow for determining the exact locations of culverts, catch basins, manholes, roadway line striping, crosswalks, street and traffic signs, benches, trash receptacles, flower dories etc. Expanding the use of GIS will improve the overall efficiencies of the Department.

It is recommended that the Department expand its use of its Automatic Vehicle Location (AVL) system. AVL provides a means for automatically determining and transmitting the geographic location of a vehicle. Currently the Department utilizes this technology on a few of its vehicles but fleet wide use yields added benefits to fleet monitoring and management, improved employee accountability, increased safety and security and enhanced customer service. It is this author's understanding that funds in the current operating budget are available for this initiative. **It is recommended this initiative advance as soon as practicable.**

The Department of Public Services has not developed a long-term information technology plan. This has resulted in the creation of several small standalone databases (e.g., job tracking, repairs and maintenance, equipment inventory, purchase tracking etc.) **It is this author's recommendation that a section of the Department's Strategic Plan include the enhanced use of technology.**

14. Parks Maintenance

The parks and landscaped areas in the Town of Kennebunk are numerous. The Parks unit of the Public Services Department is minimally staffed with only one full-time employee assigned to this section. This person holds the title of Parks Foreman. During the months of May–August, this staff member is afforded the assistance of two part-time seasonal employees.

The duties and responsibilities assigned to this small staff are significant. They include maintaining more than twenty designated parks, in addition to many landscaped areas throughout the town. This section of the Department is also responsible for insuring that care and maintenance is provided to the Waterhouse Center on a year-round basis, often requiring the assistance of other staff members.

It is the opinion of this author that the duties and responsibilities associated with this section of the Department are far too numerous for one full-time employee and two seasonal employees to successfully accomplish on a regular basis. **This author recommends that the Department hire a minimum of two additional seasonal staff to effectively meet the ever increasing demands placed on this section of the Public Services Department.**

If the town does advance the hiring of additional seasonal staff to work in the Parks unit, this author recommends the town evaluate the beach cleaning operation it currently contracts to an outside provider. This evaluation should be structured in a manner to determine the feasibility and economics of bringing this effort under the responsibilities of the Department of Public Service.

15. Interim Directorship

As previously referenced, this author served as the Interim Director of Public Services during the organizational assessment process. This author's Interim Directorship began on January 27, 2015. During this interim period the then permanent Director resigned his position with the Town of Kennebunk, resulting in this author continuing in the interim role until early August. At that time, a new full-time Director, Mr. Eric Labelle, was hired resulting in a permanent leadership transition.

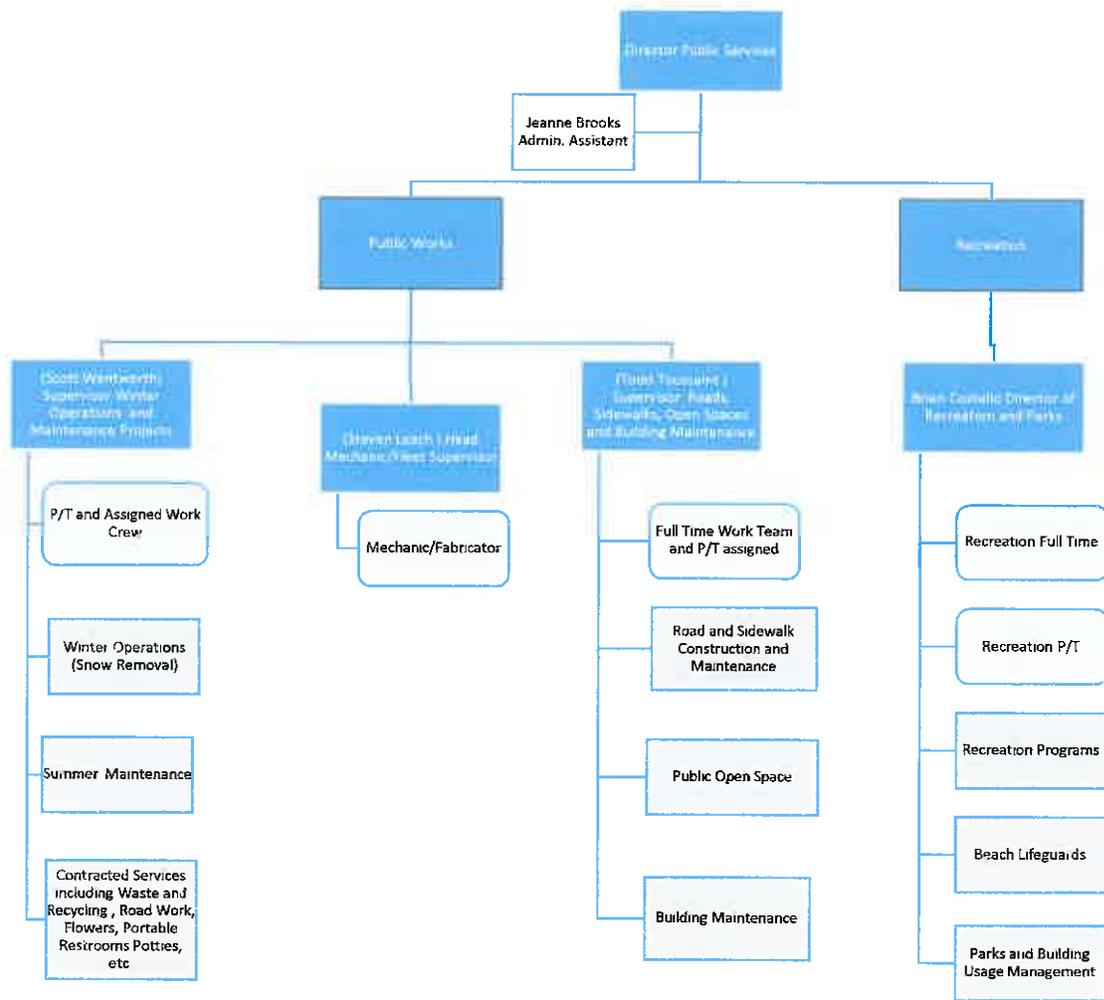
In the role of Interim Director, this author worked to bring employees together to work toward common goals and objectives as a team, reducing fragmentation and causing reliance upon one another. Employees responded by working tirelessly and in concert with each other to accomplish the goals and objectives of the Public Services Department. A level of trust between members was rebuilt, although between a few members there still exists some degree of mistrust. Trust violations do not get repaired in a matter of weeks or months, if ever, but this author remains optimistic that time will allow the two or three employees that do not trust or respect one another to develop improved work relationships.

At the inception of this author's role as Interim Director, it was identified that the Working Foreman was receiving a weekly stipend. The stipend was tied to an increase in duties and responsibilities expected of the Working Foreman as he filled in for the Operations Manager who was on an extended leave of absence. The referenced leave of absence had ended in the fall of 2014 however the stipend remained in effect at the direction of the town manager.

As the Working Foreman was receiving additional compensation, this author worked to insure that the duties, responsibilities and expectations associated with this position were commensurate with the elevated level of pay. This resulted in a rebalancing of the organizational structure, allowing for a shared approach to the supervisory / administrative duties performed by the Operations Manager and Working Foreman.

The rebalancing of these duties and responsibilities proved beneficial over the next several months, allowing for improved management and supervision of staff and projects. Projects were more effectively and efficiently managed and communication between the administrative / supervisory positions and staff increased significantly. This allowed for crews to advance projects more quickly, oftentimes resulting in reduced project costs.

With the identified advantages to the above referenced flattened organizational model, the organizational structure that follows on the next page is proposed:



The organizational model shown above serves to flatten the organizations management and supervisory oversight. Flat organizations have relatively few layers of management. Unlike the tall or vertical structures common to many enterprises, flat structures have a reduced chain of command and a wide span of managerial control. In a flat structure, more subordinates report to a single

manager. Due to the reduced number of management layers, small organizations like Kennebunk Public Services, get the most out of flat structures.

Enhanced Communication in a “Flattened” Structure

Flattened organizational structures typically facilitate a greater level of communication between employees and management. They tend to be more participatory and offer a greater level of innovation. Communication is usually faster, more reliable and more effective than in vertical structures. Direct staff input leads to more support for decisions and fewer behind-the-scenes power struggles and disagreements. A flat organization is designed to give employees more active roles by allowing them to become more involved in problem solving and decision making activities. Greater employee input and engagement generally leads to improved outcomes and improved employee morale and retention.

The benefits to a less vertical organizational structure in the Kennebunk Public Services Department were proved during the time this author served as the Department’s Interim Director. As cited previously, communication was enhanced and the staff advanced projects with improved speed and efficiency.

It is recommended that a complete review and revision of the position descriptions associated with each position reflected in this proposed restructuring be conducted. With that, there may be the need to perform a salary study to insure proper compensation is provided each position level.

16. Conclusion

I greatly appreciate the opportunity provided by the Town of Kennebunk to examine the management and operations of the Kennebunk Public Services Department. Although in this report I have identified a significant number of deficiencies, the goal of this report is not to point fingers or place blame but to recognize that leadership lapses and complacency have occurred, resulting in the numerous recommendations contained herein.

It is my sincere desire that this assessment be viewed as constructive, designed to foster operational improvement for the Kennebunk Public Services Department. Such an outcome serves to benefit not only the employees of Kennebunk Public Services but the entire Kennebunk community. I am confident that under the new leadership that is now in-place, and with the adoption of the recommendations found in this report, the Department will move forward in a positive way.

Lastly, and most importantly, I thank the staff of the Kennebunk Public Services Department for embracing this assessment and for placing their trust and confidence in me as their Interim Director.

Respectfully,

Michael W. Pardue

Vehicle & Heavy Equipment Listing			Public Works Equipment -- July 1, 2015						
Department	Location	Asset Type	Description (or other Information)	Town ID Num	Manufacturer - Make	Model	Model Year	VIN - Serial Number	Lic Plate Num
Public Services	36 Sea Rd.	Vehicle	To be determined (G)	1	GMC	4x4 Pickup w/ plow	2015		
Public Services	36 Sea Rd.	Vehicle	Pickup (G)	2	GMC	4x4 Pickup w/ plow	2015	1GT02YEG3FZ519854	420-644
Public Services	36 Sea Rd.	Vehicle	Pickup (G)	3	GMC	4x4 Pickup w/ plow	2011	1GT020CG5BF186749	418-369
Public Services	36 Sea Rd.	Vehicle	Pickup (G)	4	GMC	4x4 Pickup w/ plow	2005	1GTHK24U85E303950	418-734
Public Services	36 Sea Rd.	Vehicle	Pickup (G)	5	GMC	4x4 Pickup w/ plow	2002	1GTHK24U12E137475	415-841
			To be determined	6		4x4 Pickup w/ plow			
Public Services	36 Sea Rd.	Vehicle	1 Ton Dump truck (D)	7	GMC	HD3500 1 Ton Dump w/ plow	2009	1GDJK74649F140287	421-157
Public Services	36 Sea Rd.	Vehicle	1 Ton Dump truck (D)	8	GMC	1 Ton Dump w/ plow	2007	1GDJK34D17E121058	420-582
			To be determined	9		1 Ton Dump w/ plow			
Public Services	36 Sea Rd.	Vehicle	1 Ton Dump truck (G)	10	GMC	1 Ton Dump w/o plow	1996	1GDJK34R3TE523573	415-413
Public Services	1 Summer St	Vehicle	Sedan 4 Door (REC) (G)	11	FORD	Police Int Crown Vic	2005	2FAFP71W55X164781	419-573
			To be determined	12					
Public Services	36 Sea Rd.	Vehicle	Sedan 4 Door (PS) (G)	13	FORD	Police Int Crown Vic	2006	2FAFP71W16X155996	481-815
			To be determined	14					
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	15	INT	7400 SA Dump w/ Plow	2014	3HAWDAZRXL686206	420-638
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	16	INT	7400 SA Dump w/ Plow	2014	1HTWDAZR4FH686207	420-637
Public Services	36 Sea Rd.	Vehicle	TA Dump truck (D)	17	INT	7400 TA Dump w/ Plow	2013	1HTGRSHT5DJ326104	420-652
			To be determined	18					
			To be determined	19					
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	20	INT	7400 SA Dump w/ Plow (MaxxFlex)	2011	1HTWDAAR0BJ319531	420-573
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	21	INT	7300 SA Dump w/ Plow	2008	1HTWAAAN08J669384	420-514
Public Services	36 Sea Rd.	Vehicle	TA Dump truck (D)	22	INT	7400 TA Dump w/ Plow	2007	1HTWXAHTX7J440664	430-673
Public Services	36 Sea Rd.	Vehicle	TA Dump truck (D)	23	MACK	GRAN TA Dump w/ Plow	2005	1M2AG11C85M025349	420-555
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	24	INT	7400 SA Dump w/ Plow	2003	1HTWDAAR63J068113	415-414
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	25	INT	7400 SA Dump w/ Plow	2000	1HTSDAARXYH284608	404-139
Public Services	36 Sea Rd.	Vehicle	SA Dump truck (D)	26	INT	4900 SA Dump w/Plow	1999	1HTSDAAR3XH682449	418-324
			To be determined	27					
			To be determined	28					
			To be determined	29					
Public Services	36 Sea Rd.	Equipment	Track Loader/Skid Steer (D)	30	CAT	D289	2014	CAT0289DVTAW02222	n/a
Public Services	36 Sea Rd.	Vehicle	Grader (D)	31	CHAMP	Grader/Front Plow/Wing	2000	30741	418-819
Public Services	36 Sea Rd.	Vehicle	5 Yard Loader (D)	32	VOLVO	L70G	2012	VCE0L70GE00002386	418-811
Public Services	36 Sea Rd.	Vehicle	3 Yard Loader (D)	33	J DEERE	TC54H	2001	DWTC54H579561	415-824
			To be determined	34					
Public Services	36 Sea Rd.	Vehicle	4x4 Backhoe (D)	35	J DEERE	410G	2002	T0410GX908716	415-419
Public Services	36 Sea Rd.	Equipment	Bulldozer (D)	36	J DEERE	450C	1984	T0450DC710612	n/a
Public Services	36 Sea Rd.	Equipment	Excavator (D)	37	J DEERE	80C	2003	FF080CX011111	n/a
			To be determined	38					
Public Services	36 Sea Rd.	Vehicle	Sweeper Regen Vacuum (D)	39	TYMCO / International	600-BAH/4300-M7	2014	201402SNQ68184BAH / 1HTJTSKN1EH018793	418-816
			To be determined	40					
Public Services	36 Sea Rd.	Vehicle	Sidewalk Tractor (D)	41	MB	MSV	2014	1M9AC1324EH849073	418-812
Public Services	36 Sea Rd.	Vehicle	Sidewalk Tractor (D)	42	MB	MSV	2014	1M9AC1328DH849068	420-675
Public Services	36 Sea Rd.	Vehicle	Sidewalk Tractor (D)	43	HOLDER	9700	2003	52410203	303-843
			To be determined	44					
Public Services	36 Sea Rd.	Vehicle	Water/Brine Truck (D)	45	FORD	L9000 RACK BODY	1983	1FDYK90J2DVA45679	418-359
Public Services	36 Sea Rd.	Vehicle	Pavement Roller (D)	46	LEEBOY	300B	2001	40552	n/a
Public Services	36 Sea Rd.	Equipment	Wood Chipper (G)	47	MORBARK	Chipper	1993	4AY5Z1518PW001644	Missing - need lic plate
Public Services	36 Sea Rd.	Equipment	Air Compressor (D)	48	ING/RAND	185CFM	2000	161377U87957	n/a
Public Services	36 Sea Rd.	Equipment	Generator (G)	49	COLEMAN	6500H	2010	83190229	n/a

Department	Location	Asset Type	Description (or other information)	Town ID Num	Manufacturer - Make	Model	Model Year	VIN - Serial Number	Lic Plate Num
Public Services	36 Sea Rd.	Vehicle	20 Ton Trailer	50	CUST TRLR	20T TILT	UNK	1JKODA202HA200135	303-579
			To be determined	51					
			To be determined	52					
Public Services	36 Sea Rd.	Vehicle	Landscape Trailer	53	P & J	20 FT LANDSCAPE 10K	2015	3CVU82O21F2187141	303-687
Public Services	36 Sea Rd.	Vehicle	Paving Trailer	54		16 FT LANDSCAPE 10K		No VIN or Serial Number	302-057
Public Services	36 Sea Rd.	Vehicle	Landscape Trailer (REC?)	55	SURETRAC	16 FT LANDSCAPE 8K	2004	5JWNU162141003556	303-653
			To be determined	56					
Public Services	36 Sea Rd.	Vehicle	Message Center Trailer	57	WANCO		2013	5F12S1017D1001789	303-556
Public Services	36 Sea Rd.	Vehicle	Message Center Trailer	58	WANCO		2013	5F12S1015D1001273	303-557
			To be determined	59					
Public Services	36 Sea Rd.	Equipment	Groomer (G)	60	TORO	INFIELD PRO 3040	2011	870-331100-475	n/a
Public Services	36 Sea Rd.	Equipment	Mower (D)	62	J DEERE	997 Z-TRACK 72	2010	TC997CO55090	n/a
Public Services	36 Sea Rd.	Equipment	Mower (D)	63	J DEERE	Z 960 Z-TRACK	2012	1TC950RKGDT10121	n/a
Public Services	36 Sea Rd.	Equipment	Tractor (D)	64	KUBOTA	L4330D	2004	33660	409-592
Public Services	36 Sea Rd.	Equipment	Backpack Blower (G)	65				KTD450DC710612	n/a
Public Services	36 Sea Rd.	Equipment	Leaf Blower (G)	66					n/a
Public Services	36 Sea Rd.	Equipment	Snowblower (G)	67	ARIENS	POLAR FORCE			n/a
Public Services	36 Sea Rd.	Equipment	Chipper (G)	68	TROYBLT			47280	n/a
Public Services	36 Sea Rd.	Vehicle	6x6 ATV (G)	69	POLARIS	BIG BOSS	1998	4XAAE50AXXD073284	A1-262/EXP
Public Services	36 Sea Rd.	Equipment	Plate Compactor	70	WEBER	MT			n/a
Public Services	36 Sea Rd.	Equipment	Plate Compactor	71					n/a
Public Services	36 Sea Rd.	Equipment	Plate Compactor-foot pad	72	WEBER	MT SRV600I	2014	4103133	n/a
Public Services	36 Sea Rd.	Equipment	Pavement Saw (G)	73	STOW	Slicer 3	UNK	6211248	n/a
Public Services	36 Sea Rd.	Equipment	1000 Gal Brine/Water Tank	74	TRIPLE M	1000 Gal Tank	UNK	10941275	n/a
			To be determined	75					
			To be determined	76					
			To be determined	77					
			To be determined	78					
			To be determined	79					
Public Services	1 Summer St	Vehicle	Sedan 4 Door (REC) (G)	80	FORD	Taurus	2007	1FAPP56U17A160721	420-688
Public Services	36 Sea Rd.	Equipment	Power Washer (K-1)	81	PWRMSTR				n/a
Public Services	36 Sea Rd.	Equipment	Snow Pusher	82	PROTECH	12 FT WIDE			n/a