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conservation newsletter

5 AUGUST

GOVERNOR OK'S SHIFTS IN DOC STRUCTURE

A Department of Conservation reorganization plan resulting from several months of staff study and deliberations was formally approved by Governor James B. Longley, Tuesday, August 17.

Commissioner Richard E. Barringer said Governor Longley also authorized an immediate start on implementation of the plan with a target date for phased implementation no later than Dec. 31, 1977, the end of the current Administration.

Designed to maximize the efficiency and effectiveness of the Department in the execution of its statutory responsibilities, the reorganization plan was developed under the direction of Deputy Commissioner A. Temple Bowen. Bowen also will be responsible for implementing the reorganization.

Prior to the Governor's approval the plan was widely reviewed and commented upon by all the major departments of his Administration.

The concept of the plan is that basic responsibilities of the Department—Forestry, Parks and Recreation, Public Lands, Geology and Land Use Regulation—can be most efficiently and effectively performed through multiple line organizations supervised and directed from the State Office, with common regional field offices for all functional middle management and supervisory personnel.

The line concept is *completely compatible* with such operations of the Department as forest fire control, forest management, insect and disease control and operation of state parks with operational lines running from Augusta to the regional offices to the lowest level in the field. Other line responsibilities of the Department such as public land management, office management and administration and land use regulation will be developed on a limited scale with few, if any, positions below the regional office level.

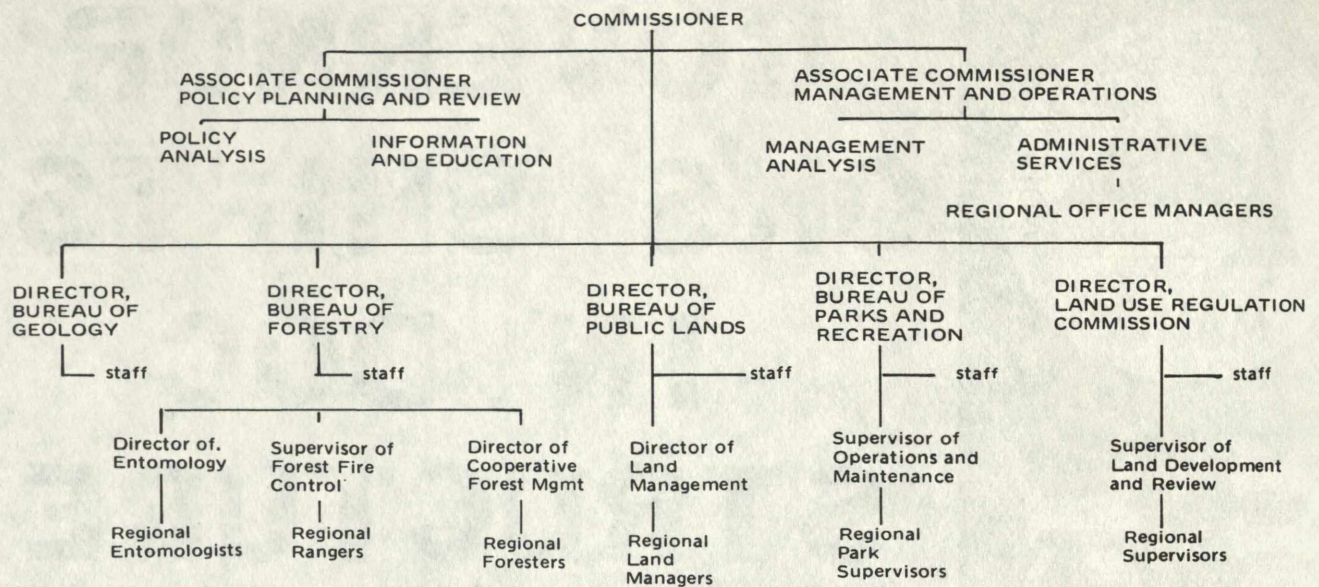
The plan calls for the operation of four Department of Conservation Regional Offices utilizing existing facilities as much as possible. These offices will be at Naples (Sebago Lake State Park); Old Town, Forest Service Eastern Region Headquarters; Greenville, Forest Service Western Region Headquarters; Ashland/Presque Isle/Caribou, site to be determined.

With a few variations each Regional Office will be staffed by a regional forester, regional ranger, district park supervisor, regional entomologist, regional lands supervisor, regional Land Use Regulation supervisor, clerk typist or stenographer, office manager, mechanic, an aircraft pilot and a warehouseman.

The bulk of the reorganization can be accomplished through the effective utilization of existing Department resources and personnel. However, several actions will require legislative authorization and obviously must be held in abeyance until the 108th Legislature convenes next January.

SEP 3 1976

DEPARTMENT OF CONSERVATION PROPOSED ORGANIZATION



Details of DOC Changes

It's the obvious responsibility of every agency of state government to render the best possible service for Maine citizens within the limitation of allocated resources.

It is also obvious that no agency can meet that responsibility if it fails to structure its service delivery capabilities in the most efficient way possible.

For the past several months the Department of Conservation has labored to meet this challenge. The result of these labors is the reorganization plan.

The basic concept of the plan is that the major line responsibilities of the DOC can be most efficiently and effectively performed through multiple line organizations supervised and directed from the Augusta Office with common regional field offices for all functional middle management and supervisory personnel.

The implementation of the concept will result in line organizations in forest fire control, forest management, insect and disease control, and operation and maintenance of state parks. These organizational lines will extend from the Augusta

office to the lowest level of operation in the field. Additional line responsibilities in public land management, office management and administration, and land use regulation will develop on a limited scale with few positions below the regional level.

Staff functions of the DOC at the State level will be organized according to three basic principles.

First, common staff services such as personnel, records management, bookkeeping, accounting, information and education, labor relations, etc., will be organized and delivered at the Department level to take advantage of the efficiencies afforded by sharing the special expertise among all Bureaus.

Second, staff functions that are unique to a Bureau, that require daily contact with program directors, or can otherwise be more effective by being closer to a line operation will be organized within the Bureaus' structure. Third, staff

Third, staff functions of a highly technical nature (cartography, engineering) will be structured into the Bureau using the bulk of the service when and where technical supervision is

required for effective operation, with the understanding that the services are fully and equally available to all DOC organizational units.

We expect that under the new organization greater cooperation and coordination of field operations will be achieved through the inter-personal relationships of the Regional Supervisors, the cohabitation of common Regional offices, and the existence of Regional office managers who will provide administrative support services to all DOC employees at the regional office.

Finally, the following should be understood before discussing detailed plans for implementation: no employee's compensation will be reduced as a result of reorganization; all new positions will come from current positions and appropriations; and no new appropriations will be requested to effect this reorganization, although certain changes may be requested between line categories in the 1978-79 biennium.

IMPLEMENTATION

At the executive level the plan calls for the creation of two (2) associate commissioner posts to replace the

From The Commissioner

Historians tell us that policy makers have been constantly reorganizing bureaucracies ever since they were invented by the Egyptians some four to five thousand years ago. And, say the wry among them, precious little improvement in either policy or the human conditions is directly attributable to any known reorganization.

Were I less optimistic than I am, I might be inclined to agree. In fact, however, I am of the mind that the human condition has improved considerably in the course of these millenia as a result of deliberate changes in policy and organization by responsible persons like ourselves.

Change is seldom a welcome guest in our midst; it is too unfamiliar, too threatening, too uncertain in its outcome to be generally welcome. It always costs someone something, and we can never be certain except in retrospect that it was worth the costs.

So here we are, setting about a new organization for the Department of Conservation—its first as a Department. Briefly, I was directed by Governor Longley last fall to make the Department of Conservation work as a single department—coherent, effective, responsive, and responsible to the people of Maine—rather than as a collection of separate entities, as it was created by the Legislature in 1973. With the plan set forth in this newsletter, I believe we have that prospect.

No organization is as important as the people within it, and this Department is blessed above all with people whose personal commitment and competence are beyond question. But it is through organization that each of us is able to accomplish more than we might on our own.

Directors Comment On Shifts

When the reorganization was first announced the Newsletter staff interviewed Bureau Directors for their comments with the following results:

GEOLOGY—Bob Doyle—Reorganization won't have a major effect on our bureau. We are looking forward to a continuation of our good relationships with the other elements of the Department. I am hopeful that the changes will increase our access to field support facilities like sleeping space, aircraft, mechanical assistance.

PARKS—Herb Hartman—We see the changes as an overall improvement in the organization of the Department. We will have some minor shifts in the Parks and Recreation organization in the long run such as the Southern Regional Headquarters moving to Sebago. The new Northern Regional Headquarters will eliminate the need for someone to travel from Weld to Aroostook and of course District C will find a new home at Bolton Hill. I want to stress, however, that these changes will be accomplished over a period of time and that I do not expect that anyone will be required to move as a result of these changes.

ADMINISTRATIVE

SERVICES—Dick Sawyer—I am hopeful that the eventual addition of two business managers and four regional office managers will provide a closer link between the personnel in the field and the people providing them with fiscal and personnel support here in Augusta.

LURC—(Ken Stratton was on vacation and unavailable for comment when we put this edition together.)

PUBLIC LANDS—Lee Schepps—We wholeheartedly endorse the proposed reorganization because it will provide an efficient structure for the growth and development of the Bureau of Public Lands as the public land management arm of the Department. It also will allow inter-Bureau cooperation in the field, but in a way which virtually eliminates any duplication of services or efforts.

FORESTRY—John Walker—The reorganization will give the Director of the Maine Forest Service a direct personal involvement throughout all the operations and activities of the Forest Service and improve communications within our agency. It will give the Director simultaneous control of the Divisions' staff and line activities. The Division heads will be responsible for budgets and program planning throughout their areas of endeavor. This change will give them better overall control such as we have had in the past.

In Fire Control, the largest and most critical part of the MFS, we are looking for standardization in control personnel, logistics, and use of equipment such as we will find in the experience of a man like Earle Williams, who has had many years of fire fighting experience.

Al Willis will carry on in the same job he has always had as Director of Fire Control. This will continue to be a staff advisory function. This is in keeping with overall philosophy of the reorganization: to more clearly delineate staff and line functions.

Best personal regards,

deputy commissioner and director of policy planning under the present system. The associate commissioners will be unclassified positions. One will be responsible for departmental policy planning and review with supervision over the divisions of policy planning and information & education. The second will bear responsibility for management and operations with direct control over the divisions of management analysis and administrative services, including the regional office managers. Creation of the associate commissioner posts requires legislative authorization and therefor must be deferred until the 108th Legislature convenes in 1977.

Four Department of Conservation Regional Offices will be located as follows: Southern Region—Naples, Sebago Lake State Park; Eastern Region—Old Town, Forest Service, Eastern Region Headquarters; Western Region—Greenville, Forest Service, Western Region Headquarters; and Northern Region—Ashland/Presque Isle/Caribou, site to be established.

Movement of Regional supervisors, clerical staff and other support staff to Regional Headquarters will take place as rapidly as possible, considering the fiscal needs and personnel actions required. Each complete Regional Headquarters will ultimately and ideally include the following positions: Regional forester, regional ranger, district park supervisor, regional entomologist (except Southern), regional lands supervisor, regional LURC supervisor (except Southern), clerk-typist or steno, regional office manager, mechanic(s), aircraft pilot, warehouseman.

Each region will have its own special demands, and the workloads (both in volume and type) will determine the specific staffing at each location. The absence of a regional entomologist and a regional LURC supervisor in the Southern Region, for example, reflects the absence or low level of

workload for LURC and the improved effectiveness of having the Southern Region entomology program supervised from the Entomology Laboratory in Augusta.

The Departmental organizational chart shows the relationships of the line and staff functions in the Bureaus and the Department. The regional line officers will report directly to the State level functional supervisors (fire, management, entomology, parks, LURC, lands, administrative services), and they in turn will supervise their field personnel within their own region (rangers, foresters, insect rangers, park managers, clerical staff).

There are six critical time periods that may be used to establish deadlines for reorganization between now and its completion before the end of 1978:

1. Immediate (post-1976 field season)
2. Prior to March 1, 1977
3. Subsequent to the 108th Legislature
4. During the 1978-79 biennium
5. Prior to Dec. 31, 1978
6. When appropriate as a result of personnel action or available funds.

It is intended that the present Administration will complete the reorganization in its entirety.

There are several actions that will require legislation and obviously can't be undertaken until legislative authorization is obtained. Those actions designed to be completed before March 1, 1977 are ones which cannot be done immediately but should be consummated prior to our next field season. In addition to these general time periods we will be taking advantage of attrition, promotions, retirements, special funding, etc., in an effort to expedite the plan.

SUMMARY OF REORGANIZATION ACTIONS AND ANTICIPATED TIME FOR COMPLETION

ACTION	TIME PERIOD
1. PHYSICAL FACILITIES	
a. Prepare Naples, Southern Region Headquarters	1
b. Evaluate Northern Region Headquarters	1
c. Transfer aerial photos to Ray Building	1
d. Move into Southern Region Headquarters	2
e. Move into Northern Region Headquarters	4
2. PERSONNEL REASSIGNMENTS	
a. Regional Directors	1
b. Regional Foresters (2)	1
c. Property Accountant	1
d. Supervisor, Allagash Wilderness Waterway	2
3. DEVELOPMENT OF NEW POSITIONS FROM CURRENT POSITION AND APPROPRIATION	
a. Assistant Director, CFM	1
b. Assistant Regional Forester, Eastern Region	1
c. Special Project Coordinator, Northern Region	1
d. Business Manager II (2)	2
e. Field Office Managers (4)	2
f. Associate Commissioner (2)	3
4. PERSONNEL OR POSITION RELOCATIONS	
a. Southern Region Entomologist	1
b. Southern Region Insect Ranger	1
c. Park Supervisor, District C	1
d. Southern Region Forester	1
e. Park Supervisor, District A	2
f. Park Supervisor, District E	6
g. Park Supervisor, District F	6
5. CHANGE IN REPORTING RELATIONSHIPS	
a. Information and Education	1



Changes Slated For MFS

The Maine Forest Service will undergo some major changes as part of the Department of Conservation's reorganization. The current as well as past changes are aimed at meeting the overall Departmental goal of greater effectiveness and efficiency of Bureau of operations.

The changes in assignment of duties and shifts in personnel in Forestry "are designed to establish straight lines of authority and responsibility in each of the divisions," according to Bob Umberger, Assistant to the Director of Forestry. These changes will eliminate what Ken Hendren, the Bureau's Planning Forester calls "the inherent weaknesses of the combination line-staff method of operation which has been in use in the Bureau for some years."

In keeping with the guidelines set forth in the proposed Departmental reorganization, existing personnel will be used to fill new and vacant posts created by the plan.

The new plan provides for three line divisions and six supporting staff divisions in the Bureau. The line divisions, Cooperative Forest Management, Forest Fire Control, and Entomology will have direct control of their line personnel in

the field. This means that these three divisions will add direct operational responsibilities to their planning and advisory duties.

Establishing direct control of field operations also means that there will no longer be Regional Directors. Field personnel will not be directly responsible to the person in charge of their division at the regional headquarters. Regional supervisors, in turn, will be directly responsible to the head of the division in Augusta. The current regional directors will be reassigned to other duties within the Bureau.

In the Cooperative Forest Management Division, Walt Gooley will remain director. Bill Adams will serve as the new Assistant CFM Director, and will be stationed at the Old Town regional headquarters. As Assistant Director, Bill will assist in the development of management programs and coordination of field activities, and will also serve as a liaison for the many Orono-based forestry institutions. Richard Morse will leave his post as Regional Forester for the Southern Region to fill the new post of Staff Forester for CFM. Dick will assist Walt with program operations and field liaison, and will be head-

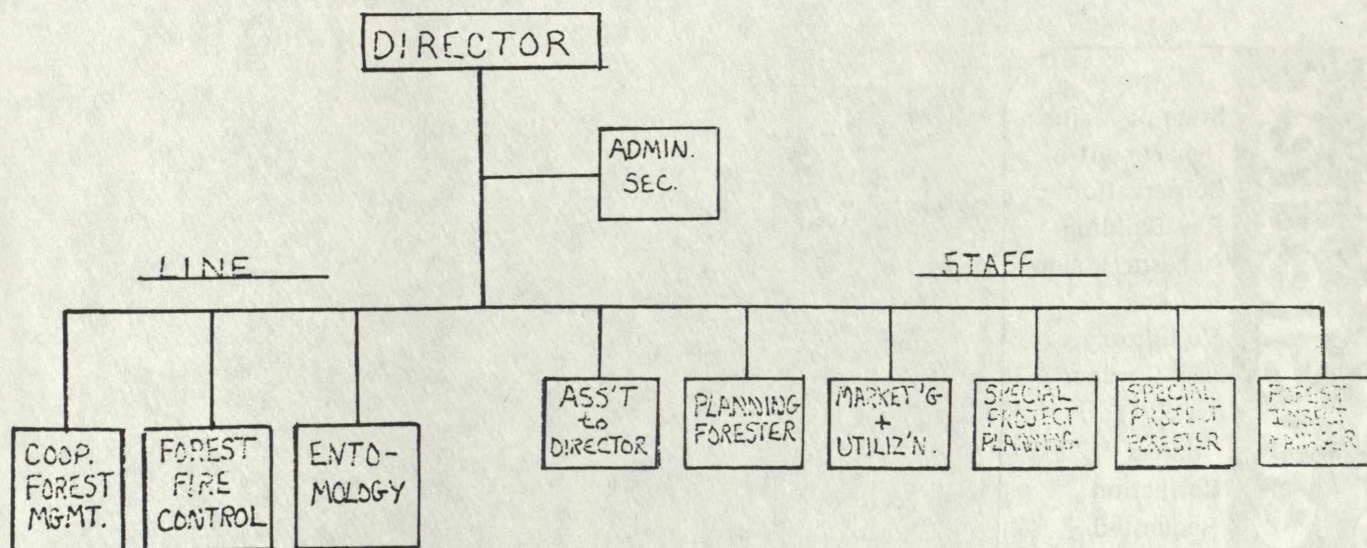
quartered in Augusta.

In the Cooperative Forest Management program, the Regional Foresters will be the direct link between Augusta and the field personnel. Robert Gammons will continue to be Regional Forester in the Old Town headquarters, and Gary Morse will stay on as Regional Forester in the Greenville office. Robert Locke, currently the Regional Forester for Island Falls, will move to the new Northern Region DOC headquarters when it is chosen, and Clifton Foster will move from his Augusta post to become Regional Forester at the Naples headquarters.

Within each region, the districts and district foresters will remain unchanged. The nursery in Greenbush will operate under the CFM division, but will be under the direct supervision of Ken Hendren. Ken will supervise the nursery for one year, after which a decision on the nursery's future will be made.

The Forest Fire Control Division will also undergo some changes, including a move to Bolton Hill to provide the division with more room. Earle Williams, former

(Continued page 6, column 1



MAINE FOREST SERVICE ORGANIZATIONAL CHART

MFS cont...

Regional Director in Greenville, will serve as the State Supervisor of Forest Fire Operations, and will be in charge of all line personnel. Albert Willis will continue as Director of Forest Fire Control in his present staff position.

Radio Communications will come under Forest Fire Operations, with Russel Cram serving as director; Air Operations will be part of Forest Fire Operations.

In the regions, Roger Milligan will remain Regional Ranger in Old Town, as will Vaughn Thornton in Greenville. Wallace Townsend will serve as Regional Ranger for Island Falls, moving to the new Northern Region Headquarters later on. Lloyd Shaw will continue to serve as Regional Ranger in Augusta. As with CFM, the Fire Control districts and their personnel will remain the same.

The Entomology Division will undergo little change, according to Director John Chadwick. In keeping with the general purposes of the reorganization, the biggest change will be that the Regional Entomologists will now be directly responsible to the Augusta headquarters. Henry Trial, Jr., and

Hubbard Trefts will remain Regional Entomologists in Old Town and Greenville, respectively. David Struble will be the Regional Entomologist for the Northern Region. George LaBonte will move from Bolton Hill to the Entomology Lab in Augusta, and will handle the Southern Region from there.

The staff divisions in Forestry will remain basically the same, with just a few minor changes. The Marketing and Utilization division, with George Bourassa as director, will remain unchanged. Bob Umberger will serve as Assistant to the Director of Forestry, and Ken Hendren will continue as Planning Forester. Linda Harvell will serve in her present capacity as Special Project Planner, and Lloyd Irland will continue as Forest Insect Manager.

Ancyl Thurston will be the Bureau's special New Projects Forester. Immediately, Ancyl will be working with Lloyd Irland as his field representative on the budworm project, and will be coordinating LURC-Forestry projects.

All of the changes in Forestry will take some time to complete, and will be done on a gradual basis as

outlined in the reorganization plan. As of Monday, August 23rd, positions as Regional Directors are officially abolished, and most personnel will assume their new titles. It may take awhile, however, before all the corresponding shifts in locations and responsibilities take place.

Under the reorganization plan, office managers will be assigned to each regional DOC office to manage the facility and support personnel. The office managers are scheduled to be hired by March, 1977. Until then office clerks and mechanics will be supervised by designated personnel. Bill Adams will supervise the office workers and mechanics in Old Town, while Ancyl Thurston will perform that function in Island Falls. Gary Morse will supervise the Greenville personnel; Earle Williams, the Bolton Hill people; and Wentworth Burnham, the Naples personnel.

conservation newsletter

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c/o Editor
Jack Gardner

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