Small Changes, Big Impacts
the case for a town manager form of government
Pembroke’s decentralized form of government is not conducive to an efficient and effective modern day operation.

- Within the town, there are separately elected boards that have no reporting relationship with the Selectmen or the Town Administrator. This leads to limited coordination and accountability.

- Many employees report to part-time boards/officials that may meet only monthly rather than being accountable to a professional position in town hall. Volunteer board members are responsible for the day-to-day administrative burden of managing professional staff.

- In the future, the town may have difficulty finding a qualified full-time professional to replace our town administrator given the lack of authority and central management responsibilities assigned to the position.

Source: Pembroke Financial Management Review, Department of Revenue. 2013
Current Organizational Structure

- Pembroke Voters
  - Board of Health
  - Board of Assessors
  - Planning Board
  - Library Trustees
  - DPW Commissioners
  - Town Clerk
  - Moderator
  - School Committee

- Board of Selectmen
  - Appointed Boards:
    - ZBA
    - Advisory
    - Town Counsel
    - Historic District Committee
    - Other
  - Recreation Commission
  - Conservation Commission
  - Affordable Housing
  - Herring Fisheries
  - Town Administrator
    - Accountant
    - Police Chief
    - Recreation Director
    - Animal Control
    - Treasurer Collector
    - Fire Chief
    - Veterans Agent
    - CoA Director

- Department of Municipal Inspections
  - Health Agent
  - Conservation Agent
  - Zoning Enforcement
  - Building Inspectors
  - Wiring Inspectors
  - Gas/Plumbing Inspectors

Appointment of body differs from managing body.

Elected Position
- Professional Staff
- Appointed Body
There are many reasons that prompt communities to examine their local government structure.

- An increase in population and the resultant increase of service demands
- A perception that municipal departments are not communicating or coordinating functions as they should
- A need for greater oversight of financial matters and service delivery
- Poor town meeting attendance
- Retirement of key personnel
- An inability to attract candidates to serve in either elected or appointed office

In recent years, there have been several efforts to implement positive changes to town government.

**Timeline:**
- **1998:** Town Administrator By-Law passed
- **2003:** Treasurer/Collector changed from elected to appointed
- **2010:** Town Manager Act fails
- **2013:** DoR report released
- **2014:** Town Administrator By-Law amended
- **2017:** Department of Municipal Inspections Act passed
- **2018:** Town Manager Act proposed

**Annual Town Budget:**
- 1998: $23 million
- 2010: $52 million
- 2014: $53 million
- 2018: $63 million

**Population:**
- 1998: 16,400
- 2010: 18,900
- 2014: 19,500
- 2018: ~20,000
Modernizing Pembroke’s town government should be a priority.
This spring, our community can take another important step towards strengthening Pembroke’s future.

At next month’s annual town meeting, Article 21 will ask residents of Pembroke to establish a Town Manager form of government.
By logically aligning roles and responsibilities within town government...

- **professional town staff** will become more empowered to make decisions within their areas of competence.

- **elected and appointed boards** will be freed from the burden of day-to-day administration, allowing them to spend more time focused on important policy decisions.

- **town residents** will benefit from more efficient and cost effective services due to increased professional oversight and streamlined operations.
Proposed Organizational Structure

- Pembroke Voters
  - Board of Health
  - Board of Assessors
  - Planning Board
  - Library Trustees
  - DPW Commissioners
  - Town Clerk
  - Moderator
  - School Committee

Board of Selectmen

Appointed Boards
- ZBA
- Advisory
- Town Counsel
- Historic District Committee
- Other...
- Recreation Commission
- Conservation Commission
- Affordable Housing
- Herring Fisheries

Town Manager
- Accountant
- Police Chief
- Library Director
- CoA Director
- Planning Assistant
- Veteran's Agent
- Animal Control
- Treasurer Collector
- Fire Chief
- DPW Director
- Chief Assessor
- Recreation Director
- Department of Municipal Inspections
  - Health Agent
  - Conservation Agent
  - Building Inspectors
  - Wiring Inspectors
  - Zoning Enforcement
  - Gas/Plumbing Inspectors
Current Structure

Proposed Structure
Without organizational changes, we risk a waning confidence in community investments.

We must create an environment that nurtures growth and the efficient allocation of our community’s resources. Moving to a town manager form of government is a big step in the right direction and a necessary foundation for a successful future.
Questions?