

Small Changes, Big Impacts

the case for a town manager form of government

Spring 2018

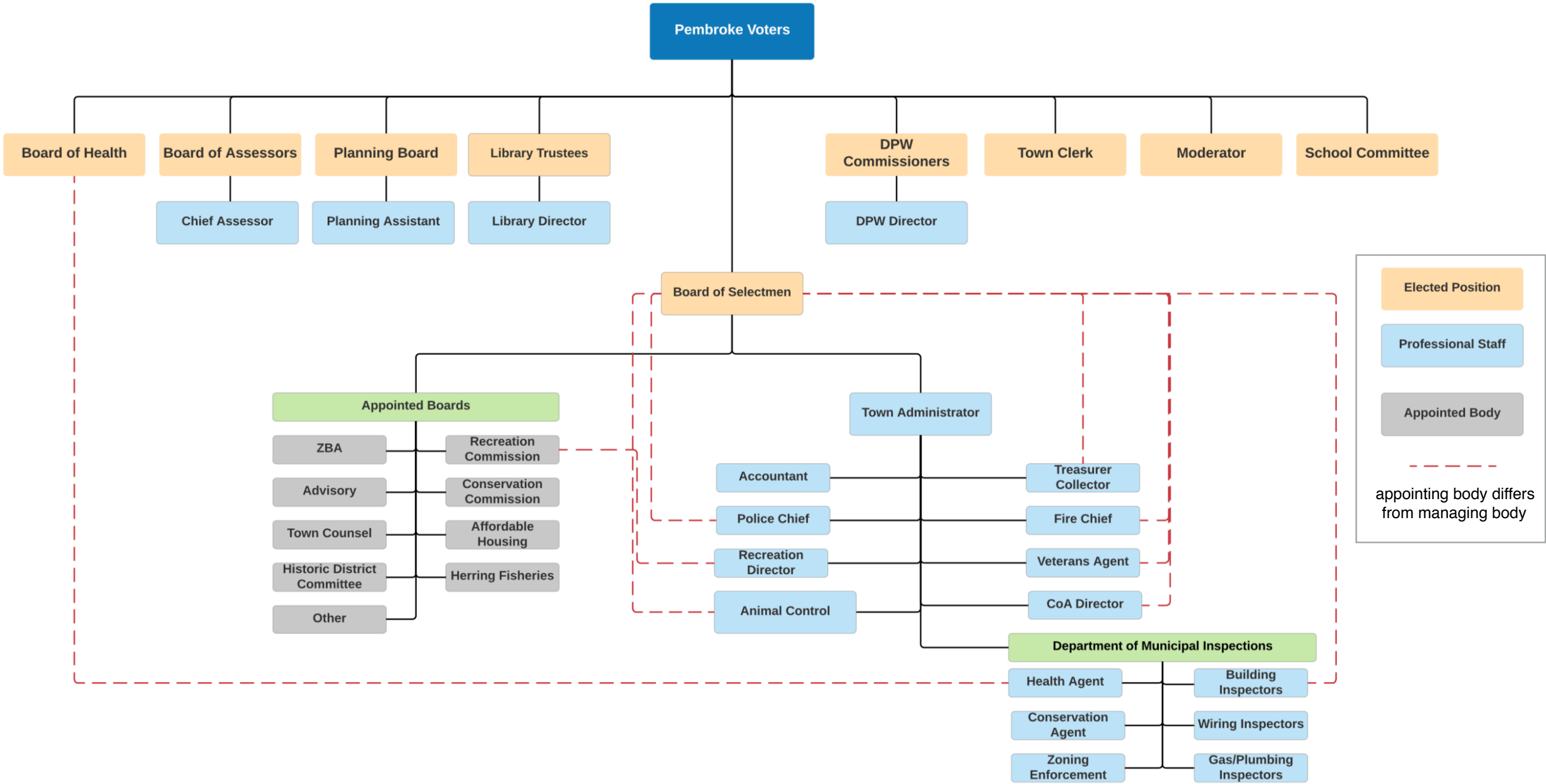
Pembroke's decentralized form of government is not conducive to an efficient and effective modern day operation.

- 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



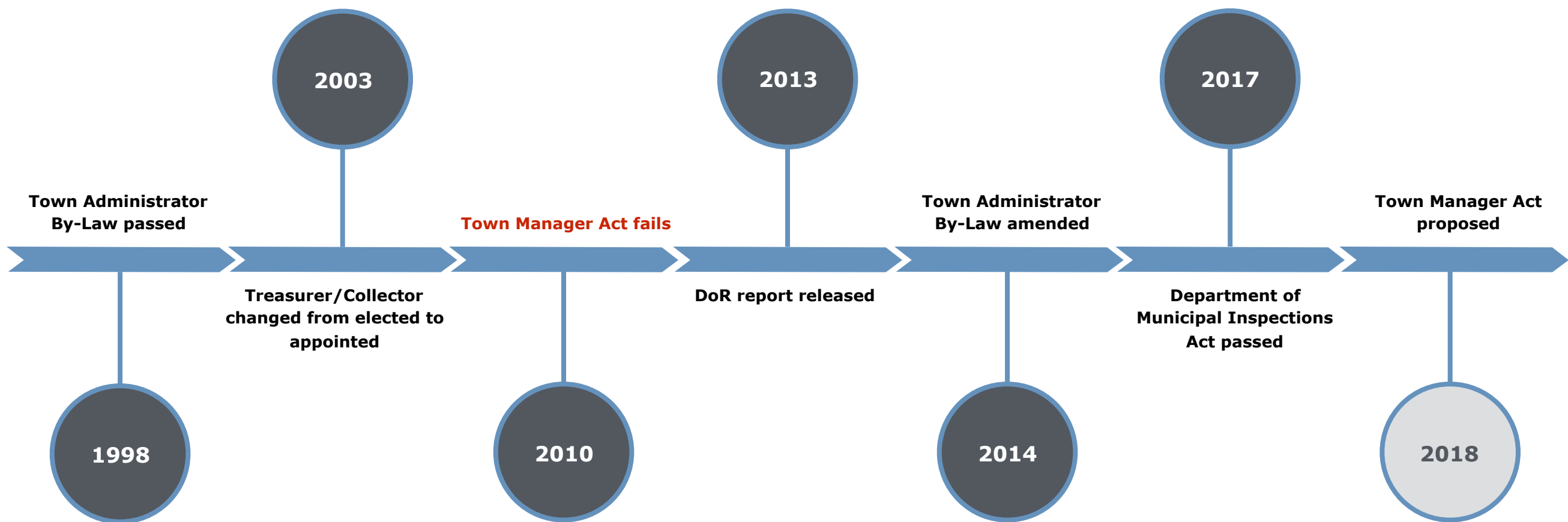
There are many reasons that prompt communities to examine their local government structure.

- 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

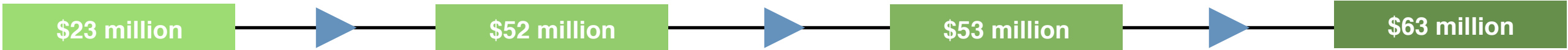
Source: “Changing Local Government Structure,” Municipal Advocate magazine, 2010



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



annual town budget



population



Modernizing Pembroke's town government should be a priority.



This spring, our community can take another important step towards strengthening Pembroke's future.

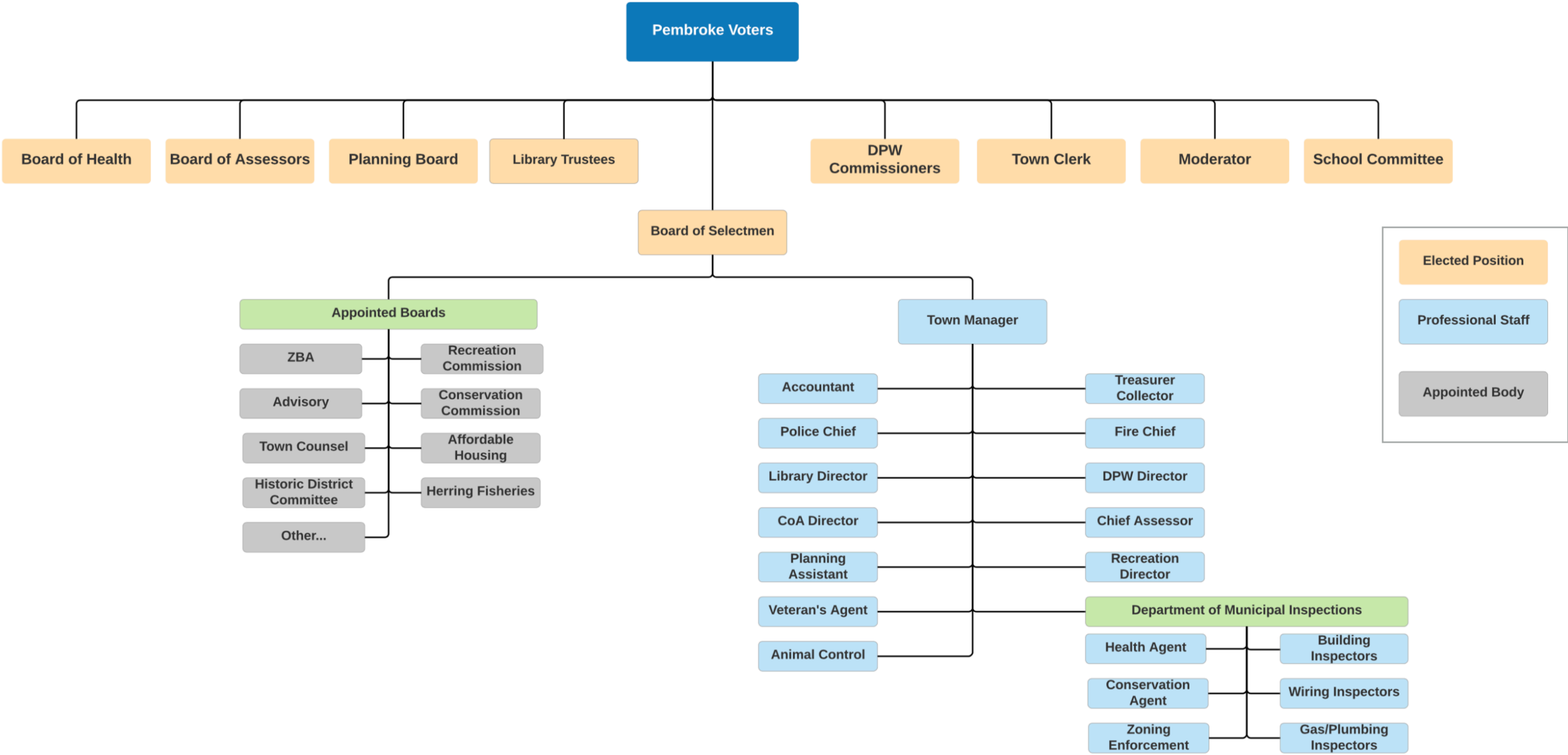
At next month's annual town meeting, **Article 21** will ask residents of Pembroke to establish a Town Manager form of government.



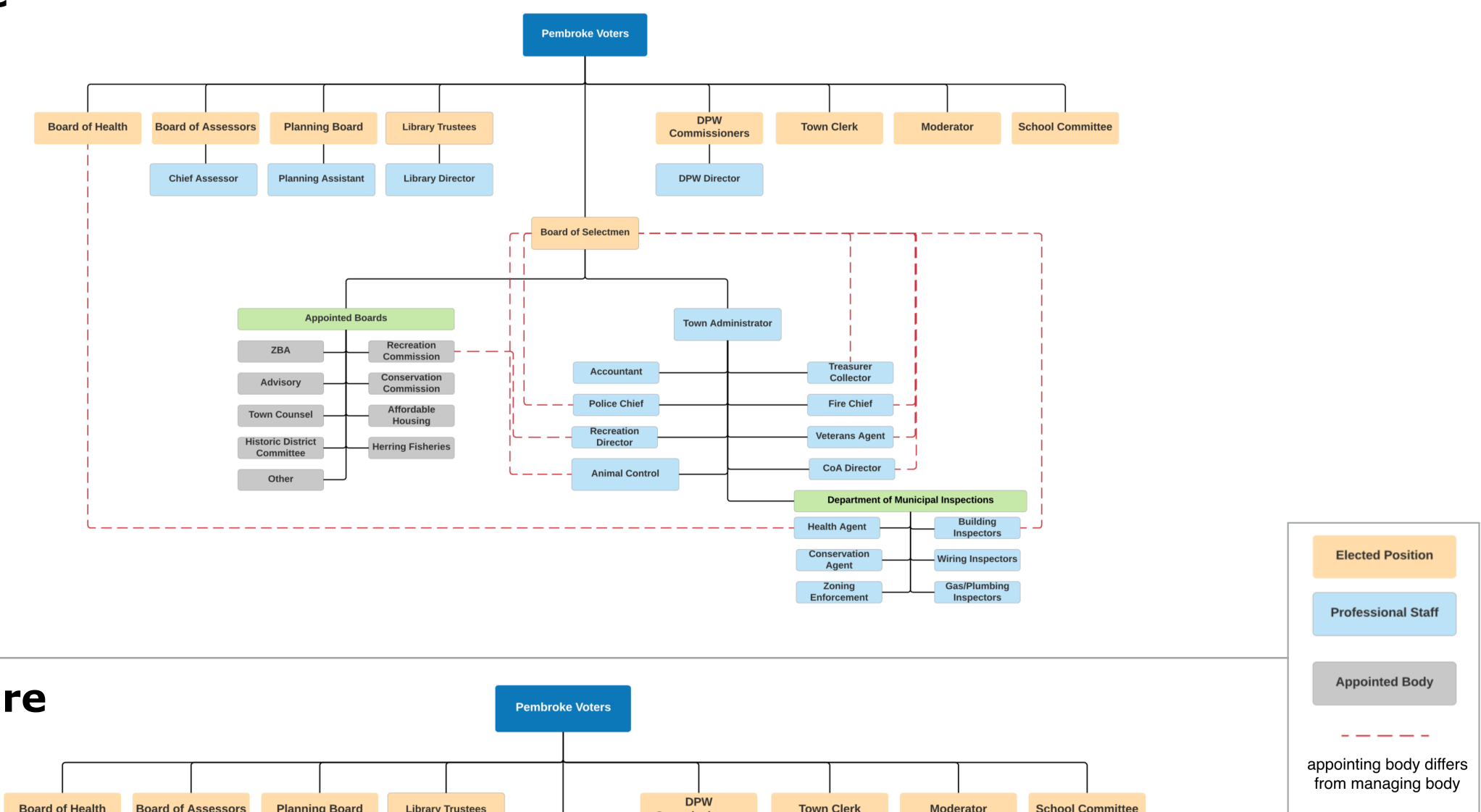
By logically aligning roles and responsibilities within town government...

- **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.

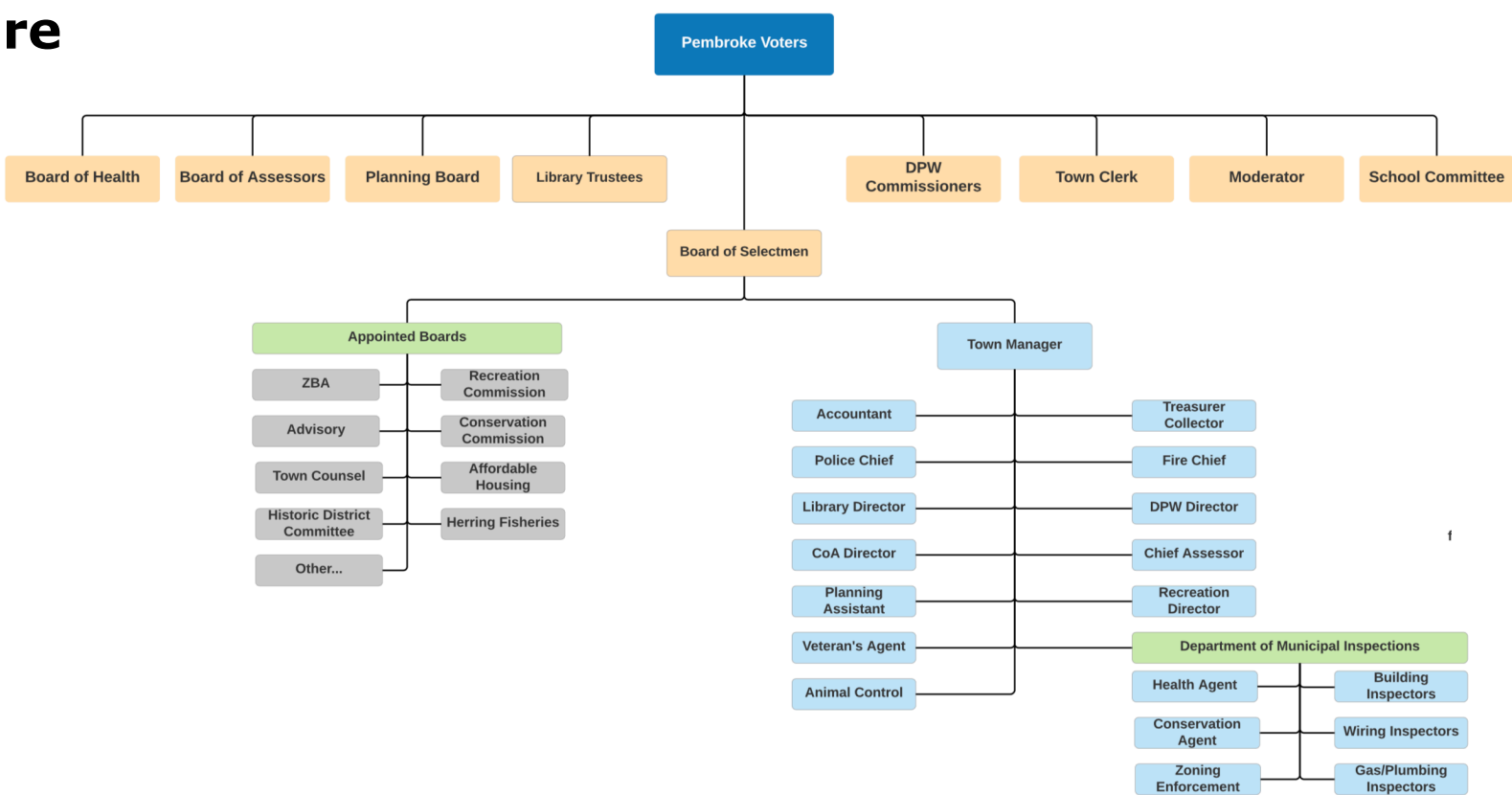
Proposed Organizational Structure



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?

