

Governance Advisory Committee
Interim Report June 7, 2017
SUMMARY

A. The Committee's Activities

1. Investigated governance structure of neighboring towns
2. Interviewed stakeholders in Townshend to uncover areas of deficiencies
3. Identified possible structural changes to address deficiencies
4. Reviewed Vermont statutes (Appendix 1) and contacted VLCT

B. Findings

1. Many structures are used successfully to run nearby towns but there is no silver bullet (Appendices 2A and 2B)
2. Areas of Deficiencies in Townshend
 - a. Interpersonal Interactions: Everyone wants what is best for the town but ongoing conflicts and issues impede the ability to function as a team
 - b. Recruitment and Aging: The town workforce is aging and current recruitment efforts are not sufficient
 - c. Finance: A comprehensive structure for adequate financial tracking and oversight is lacking
 - d. Highway Dept. Interface: There is ongoing tension in the relationship between the highway department and the selectboard over administrative issues
 - e. Grant Applications and Tracking: There is insufficient expertise and time devoted to applying for and tracking grants
 - f. Central Organization: There is a need for a more comprehensive administrative organization to facilitate pro-active planning and clarify lines of responsibility
3. Possible Structural Changes
 - a. Maintain current structure with changes to specific organizational aspects
 - b. Selectboard can create a Town Administrator position defined as it chooses
 - c. The voters can petition to change to a Town Manager form of government, defined by state statute

C. Among the things the board might consider

1. Arrange for presentation by VLCT representative at a cost of \$410
2. Create an organizational chart of everyone who works in town government
3. Create written job descriptions for all elected officials and hired employees

Governance Advisory Committee

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Body

The Governance Advisory Committee of the Select Board is hereby charged with identifying the major deficiencies within the current Town of Townshend governance structure, researching possible solutions to those issues such as instituting a position of Town Manager or Town Administrator, and documenting any legal barriers that might impact the Select Board's presentation of options to the voters of Townshend. The Committee shall present its findings to the Select Board at which time the Board may further charge the Committee with developing a job description for a specific position.

Other Towns

Since the mandates from the state are common to all Vermont towns, we investigated how neighboring towns were handling the same issues we are encountering. We interviewed people in the surrounding towns which had Town Manager, Town Administrator, Administrative Asst. to the Selectboard, and a system of distributed duties among the Selectboard itself. (Appendices 3A — 3D and 3F)

We concluded from these interviews that any of a number of structures can succeed in running a town effectively but only when individuals are willing and able to work together. Any organizational structure can also be undermined by conflict. There is no silver bullet.

Townshend

Our goal was to interview as many stakeholders as possible to get a good picture of the overall functioning of Townshend government with an eye to uncovering areas of deficiency. A number of common areas of concern emerged from these interviews, as well as from those who declined to be interviewed. (Appendix 3E)

1. **Personal Issues:** The committee noted that each person interviewed expressed a sincere desire to have the town run better as well as frustration with how things are currently working. There are some personality conflicts and ongoing issues that have festered over the years which affect current interactions.
2. **Recruitment and Aging :** The town has an increasingly aging group of people who have the experience and knowledge to run the town. There is no effective outreach and recruitment effort.
3. **Finance:** Lack of properly audited books for the last two years is evidence of deficiency in this department. While the Selectboard may have corrections in hand, the mere fact of such a breakdown in handling the town's money is strong evidence of lack of a central, unified system.
4. **Highway Dept. Interface:** There is ongoing tension and difficulty in the relationship between the highway department and the Selectboard over administrative issues. Lack of a purchase order system also leads to acrimony and issues of control.

5. **Grant application and Tracking:** There is insufficient expertise and time devoted to applying for and tracking grants. As pointed out in the 2015 Selectboard report: “certain state funds that were automatically sent to towns in the past must now be applied for via a grant application process. Failure to submit these grants by deadline means the loss of state funds” Failure to track grants properly and maintain necessary paperwork can also mean loss of money for the town.
6. **Central Organization:** Lack of pro-active administrative planning and uneven communications result in the frequent need to “put out fires” rather than preventing them in the first place.

While certain jobs and responsibilities are clearly delineated by statute, the administrative side of town government lacks clear lines of responsibility, job descriptions, and co-ordination. This leads to accusations of people not doing their jobs and of people overstepping the boundaries of their jobs.

Possible Structural Considerations (Appendices 4A and 4B)

The committee investigated several options that could be used to address the town's problems.

1. Maintain Current Structure

- a) Clarify job descriptions of everyone in town government, both elected (beyond the broad outlines of statutory requirement) and employed
- b) Continue reorganization of the Finance office with an emphasis on oversight and NEMRC proficiency
- c) Re-instate a road commissioner position, either as a separate position or as one designated Selectboard member
- d) Assign oversight of grant-writing and tracking to one person who should maintain an ongoing calendar of deadlines and requirements and whose authority to gather the necessary information is recognized by all
- e) Create and maintain overall organizational systems to streamline and promote pro-active attention to administrative necessities

2. Town Administrator

The creation of a Town Administrator position would originate with the Selectboard and does not change the form of town government. The position is defined by the Selectboard and varies from town to town. Several of the people interviewed expressed a desire for a “Town Administrator with teeth”, which would include more independence and broader responsibilities than those currently part of the Administrative Asst. position.

3. Town Manager

- a) In contrast to the creation of the Town Administrator position, the change of town government to a Town Manager format originates with the voters of the town. The Selectboard cannot warn the change to a Town Manager form of government independently.
- b) The voters present a petition signed by at least 5% of the voters (apx. 50 in Townshend) to the Selectboard for an article to be warned to authorize employment of a town

manager. This article must then be voted on either at an annual or special town meeting. VLCT has assured us that we do not need to change the town charter, however the Selectboard may wish to seek legal counsel if the town takes this course of action. VLCT can provide resources for a public informational meeting and recruitment of new personnel for a fee.

- c) The responsibilities of a town manager are granted to him or her by statute (Appendix 1). This position operates with the powers that had previously been exercised by the Selectboard. That is, the Selectboard gives up certain defined authority to the Manager. The VLCT Handbook notes: "Note that the town manager may exercise his or her authority independently of the Selectboard and may follow his or her own judgment, even when the Selectboard disagrees. If the Selectboard is not satisfied with the manager's performance, however, it may remove the manager from office for cause" 24 V.S.A. 1232.

Among the things the board might consider next

- 1. The committee has completed its initial investigation and suggests the Selectboard consider the following:
 - a) Set up a presentation by a VLCT representative who can come out to talk with us at a cost of about \$410. This should be a widely publicized informational presentation attended by the Selectboard, the committee, and interested members of the public. It is essential to make clear that this is an informational presentation, not an actual town meeting to vote on anything.
 - b) Begin the process of creating job descriptions for everyone in town government. This might begin with a complete organizational chart of all elected and hired employees. No new structural plan will work without the buy-in of all interested parties. Clear, agreed upon job descriptions and lines of authority will be essential no matter which path we choose to take.
- 2. **The Selectboard and the people of Townshend in general need to discuss and decide whether they want the Selectboard to continue to have day to day responsibility for administering town services or whether these responsibilities should be transferred to a single individual**

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Appendix 1

Title 24: Municipal And County Government

Chapter 37: Town, City, Or Village Managers

§ 1231. "Town" construed; officers

The word "town" as used in this chapter may be construed to include a city or an incorporated village. Where powers are given to or duties imposed upon a selectboard with reference to a town, the trustees of a village and mayor and board of aldermen of a city shall have the same powers and perform like duties in relation to their respective village or city.

§ 1232. Appointment; union of towns

The selectboard of a town adopting the provisions of this chapter shall forthwith appoint a general town manager, who may or may not be a resident of the town for which he or she is appointed. Two or more towns may vote to form a union to employ the same manager.

§ 1233. Qualifications; authority of selectboard

Such a manager shall be selected with special reference to his or her education, training, and experience to perform the duties of such office and without reference to his or her political belief. In all matters he or she shall be subject to the direction and supervision and shall hold office at the will of such selectboard, who, by majority vote, may remove him or her at any time for cause.

§ 1234. Oath; bond

Before entering upon his or her duties, such manager shall be sworn to the faithful performance of his or her duties and shall give a bond to the town in such amount and with such sureties as the selectboard may require.

§ 1235. General authority

Subject to the requirements of this chapter, he or she shall have general supervision of the affairs of the town, be the administrative head of all departments of the town government, and shall be responsible for the efficient administration thereof.

§ 1236. Powers and duties in particular

The manager shall have authority and it shall be his or her duty:

(1) To cause duties required of towns and town school districts and not committed to the care of any particular officer, to be duly performed and executed.

(2) To perform all duties now conferred by law upon the selectboard, except that he or she shall not prepare tax bills, sign orders on the general fund of the town, call special or annual town meetings, lay out highways, establish and lay out public parks, make assessments, award damages, act as member of the board of civil authority, nor make appointments to fill vacancies which the selectboard is now authorized by law to fill; but he or she shall, in all matters herein excepted, render the selectboard such assistance as it shall require.

(3) To be the general purchasing agent of the town and purchase all supplies for every department thereof; but purchases of supplies for departments over which such manager is not given control, and of the town school district, shall be made according to requisition therefor by such departments or school directors.

(4) To have charge and supervision of all public town buildings, repairs thereon, and repairs of buildings of the town school district upon requisition of the school directors; and all building done by the town or town school district, unless otherwise specially voted, shall be done under his or her charge and supervision.

(5) To perform all the duties now conferred by law upon the road commissioner of the town, in-

cluding the signing of orders; provided, however, that when an incorporated village lies within the territorial limits of a town which is operating under a town manager, and such village fails to pay to such town for expenditure on the roads of the town outside the village, at least 15 percent of the last highway tax levied in such village, the legal voters residing in such town, outside such village, may elect one or two road commissioners who shall have and exercise all powers of road commissioner within that part of such town as lies outside such village.

(6) Repealed.]

(7) To do all the accounting for all of the departments of the town and of the town school districts when the board of school directors so request.

(8) To supervise and expend all special appropriations of the town, as if the same were a separate department of the town, unless otherwise voted by the town.

(9) To have charge, control, and supervision of the following matters:

(A) the police department, if any, and shall appoint and may remove the officers thereof and shall fix their salaries;

(B) the fire department, if any, and shall appoint, fix the compensation of, and may remove all officers and employees thereof;

(C) the system of licenses, if any, not otherwise regulated by law;

(D) the system of sewers and drainage, if any, except the making of assessments therefor;

(E) the lighting of streets, highways, and bridges;

(F) the sprinkling of streets and highways and laying of dust, except the making of assessments therefor;

(G) the maintenance of parks and playgrounds.

(10) To collect all taxes due the town and to perform all the duties now conferred by law upon the collector of taxes, if the town so votes. Such manager shall continue so to do until the town votes otherwise at a meeting duly warned for the purpose of voting on such question. For the collection of taxes, a town manager may charge and collect the same fees as a collector of taxes, and the fees so collected shall be paid into the treasury of the town. (Amended 1967, No. 147, § 53(b), eff. Oct. 1, 1968; 2011, No. 155 (Adj. Sess.), § 9.)

§ 1237. Examination of departments

The selectboard may cause the affairs of any town office or the conduct of any officer or employee thereof to be examined. It may compel the attendance of witnesses and the production of books, papers, and other evidence. The manager shall have access to all town books and papers for information necessary for the proper performance of his or her duties.

§ 1238. Additional duties

The powers, duties, and liabilities imposed upon any other departments of the town inconsistent with the provisions of this chapter shall be suspended and shall be conferred and imposed upon the manager.

§ 1239. Compensation; how fixed

The manager shall receive such pay as may be fixed by the selectboard, unless otherwise specifically voted by the town.

§ 1240. Operation of chapter

The provisions of this chapter shall not become operative in a town unless the same are approved and adopted by a majority of the legal voters of such a town present and voting at an annual or special meeting as hereinafter provided.

§ 1241. Petition; warning

When voters, in number equal to five percent of the legal voters in town, petition the selectboard

therefor in writing, the warning for the annual or special meeting which shall be called upon such petition shall contain an article in substantially the following form: "To see if the town will vote to take advantage of the provisions of chapter 37 of Title 24 of the Vermont Statutes Annotated and authorize the selectboard to employ a town manager." (Amended 1985, No. 196 (Adj. Sess.), § 13.)

§ 1242. Revocation

A town that has adopted the provisions of this chapter may reject the same by a majority vote of the legal voters present and voting at a special or an annual meeting, provided a proper article therefor is inserted in the warning of such meeting. If approved, such a vote shall become effective 30 days after the date of its adoption. (Amended 1985, No. 198 (Adj. Sess.), § 1.)

§ 1243. Method of voting

When the question of the adoption or rejection of the provisions of this chapter is submitted to a meeting wherein the Australian ballot system is used for the election of officers, there shall be printed upon the ballots below the list of candidates the following question:

"Will the town vote to take advantage of the provisions of chapter 37 of Title 24 of the Vermont Statutes Annotated and authorize the selectboard to employ a town manager?"

Yes No

And the voter shall make a cross or X in the blank space against the answer he or she desires to give concerning such question. The ballots shall be counted forthwith by the board of civil authority and the result announced by the presiding officer.

Appendix 2A

Staffing by town

	<u>Town Clerk</u>	<u>Asst. T.C./Office manager</u>	<u>Town Treasurer</u>	<u>Asst. Town Treasurer</u>	<u>Town Finance Officer</u>	<u>Administrator/Manager</u>	<u>Administrative Assistant</u>	<u>Bookkeeper</u>
Dover	X	X	X		X			
Grafton	X	X	X			X		
Guilford	X	X	X	X		X		
Jamaica	X		X					
Newfane	X	X	X	X			X	
Putney	X	X	X		X	X	X	X
Vernon	X	X	X	X		X		
Wilmington	X	X	X	X	X	X	X	
Townshend	X	X/?	X	X/?			X	X

Appendix 2B

Staffing by position

	Dover	Grafton	Guilford	Jamaica	Newfane	Putney	Vernon	Wilmington	Townshend
Town Clerk	X	X	X	X	X	X	X	X	X
Asst. T.C./Office manager	X	X	X		X	X	X	X	X/?
Town Treasurer	X	X	X	X	X	X	X	X	X
Asst. Town Treasurer			X		X		X	X	X/?
Town Finance Officer	X					X		X	
Administrator/Manager		X	X			X	X	X	
Administrative Assistant					X	X		X	X
Bookkeeper						X			X

Appendix 3A

On April 18, 2017 I met with Peder Rude the Town Administrator of Guilford, Vermont.

Guilford Vermont is a town located in southeastern Vermont. The town has a population of 2,121 at the [2010 census](#). persons and a land area of about 40 square miles. The town has 5 person select board.

I will present this in a Q & A format

Q. Why did Guilford feel there was a need for a town Administrator?

A. The Guilford Select Board felt that there was a growing body of regulations and information that the board need to consider and that professional help would be needed to help the board focus on what was needed.

Q Why did the Guilford Select Board choose a Town Administrator rather than a Town Manager?

A. They felt that the Town Administrator provided them more flexibility for the board to define the duties of the administrator and that the board would maintain the final authority. Simply said; The administrator performed research for the board, collected data, drafted proposed solutions, and made recommendations to the select board. Then the Select Board deliberated the issue and made a decision.

Q. What are some of the things you have worked on for the Select Board recently?

A. They have included the following: a draft town personal policy, input for town plan, recommendations for use of the State Police vs the Windham County Sheriff's department for town policing, recommendations and options for meeting ACT 148 (RECYCLING) and use of local haulers .

Q. What are the other advantages of a professional ?

A. Town Administrator or a Town Manager is a full time person whose sole job is to help the town run more smoothly. In addition with a paid position (VS elected) the person does not need to be a town resident.

Q. What is your background ?

A. I have experience as a professional manager with emphasis on procurement and two Masters Degrees. One happens to be teaching Social studies (history/ government) Jamaica Select Board

Appendix 3B

Jamaica Select Board Interview (4/18/17)

With Paul Fraser, Chair

I met with Paul Fraser, Jamaica Select Board Chair, on Tuesday morning, April 18, 2017, regarding Jamaica's town governance structure. Below are my notes on that meeting.

Jamaica has a 5 person select board whose members hold either 1 or 3 year terms. Each member supervises a committee or function. For example, one member is the Road Commissioner, another the Health Officer, another the Emergency Management Director (EMD), and another deals with the Transfer Station with all its attendant issues.

The Jamaica select board is very clear that while it sets policy, it does not implement it. However, by having each select board member wear two hats, as it were, lines of communication, call and response, between each key town area and the board are both tight and fluid, up and down the chain of command.

This allocation of responsibility and clear chain of command has facilitated the implementation of plans that have been already approved.

Money is a key issue in all towns, and proven competence (experience) in finance and grant writing are demanded in every town admin/assistant/Manager position seen so far. In Jamaica, the town treasurer and bookkeeper are collectively in charge of finance. Each committee or crew is responsible for finding, researching and writing its own grants. However, the town clerk has skill in grant writing, and successfully acts as an aid, advisor and mentor in this regard.

It is felt that all the town volunteer positions are by definition temporary, as volunteers do come and go, at person will. Consequently, the paid staff, while under the authority of the select board, are seen as long term professionals, and as such their positions are given great respect, weight, responsibility and authority.

Jamaica has found a happy end run around the need for what we are calling "professional help". By creating a governance structure with clear roles and responsibilities, and good lines of communications, Jamaica has found a way to divide and allocate those skill sets and responsibilities some towns reserve for administrators or managers to those in already existing town roles, whether appointed or elected. It seems to be working well for them.

Appendix 3C

Newfane, like Townshend, uses an Administrative Asst. to the Selectboard to help with the day to day running of the town. This position is full time, 40 hours per week, and the cost is listed in the Town report as \$43,682.

They also have a Treasurer, paid \$35,000 and an Asst. Treasurer at \$3,500. No bookkeeper is listed. In addition they list Professional Audit fees of \$17,000. Every person I spoke with felt that the current structure is sufficient to handle the work that needs to be done. There is no problem publishing the town report and, although some deficiencies were found during this year's audit, the financial records were in general good order and the deficiencies will be remedied.

A job description was provided and is attached. However, it was noted that no job description can really fully reflect what goes on day to day. The former Administrative Assistant came into the job with experience in another town and all seem to agree that she largely shaped the A.A. position into what it is today. The current A.A. has been in the position since 2007, with a brief leave. She has a background as a paralegal and has training in grant-writing and administration.

As a former selectboard person put it, the A.A. "tracks everything". She is information central. It was clear that the other members of town government rely on her for all administrative tasks, including grant-writing and follow up paperwork, summaries of reports from other town agencies, compiling and publishing the town report and pretty much anything else that involves paperwork of any sort. "We get things done because of" our Admin. Asst., said one former selectboard member.

Both the current and former A.A.'s agreed that to be effective in this job, one must be very proactive, referring to "almost having a crystal ball" to anticipate the needs of the Selectboard so that information is at the ready when they need it. When the meeting agenda is published, she researches the issues that will be discussed and tries to have ready possible ideas and documents that might be needed.

The A.A. also works closely with the Treasurer to ensure that grant money and other funding is properly tracked and processed and to produce the Town Report.

Everyone I spoke with agreed that when the Selectboard, Admin. Asst., and Treasurer communicate and respect each other and the jobs that each should do, things run fairly smoothly. The biggest problems arise due to the constant changes in the composition of the Selectboard and different concepts of what the relative duties of the Selectboard and Admin. Asst. are. It seems that just when everyone is finally on the same page, there is a change in board membership which can easily break the system. At the same time, this highlights the importance of keeping the same person in the A.A position for as long as possible. With the inevitable turnover on the Selectboard, someone who has been A.A for many years can provide good historical information and perspective.

The importance of good communication between the selectboard, particularly the chairperson, and the Admin. Asst. was emphasized by all. "It's really much more about the people than the positions" (former chair).

At the same time, several people mentioned the importance of the Selectboard members reading their handbooks and the job description of the A.A. to understand the balance of work and control. Clearly, things work best when the A.A is treated as a partner in the running of the town rather than as a “1970's secretary”. In fact, both the current and former A.A's agreed that the job in Newfane might be better described as a Town Administrator.

All in all, the use of an Administrator to the Selectboard can be more than adequate for the administrative needs of a town of Newfane's size. It is clear, however, that the key to success is good communication and respect for the duties and abilities of all involved. A good Admin. Asst. must be good at research, problem-solving, and presentation of data. At the same time, the Selectboard must recognize his or her areas of experience and expertise. The Admin. Asst. must “be able to speak up and be listened to”

Appendix 3D

Discussion with Cynthia Stoddard, Putney Town Manager by phone 04.24.17

Cynthia's background is as a Finance Director consultant for NEMRC software. She worked for 13 years for them consulting with many towns around the state to help keep their financial information correct.

While working as a consultant she worked with the Putney town offices one day a week on their finances. As their former town manager was retiring the town asked her to take the job and she did.

While she does coordinate closely with their select board she does have full authority for decision-making. This being the statutory construct of a town manager.

Having spent time in many town offices throughout the state she felt that the work of Town Manager/Town Administrator was mostly the same the one big difference being that the board has more oversight with an administrator and less leeway to add or subtract responsibilities.

She mentioned dealing with other departments can be a challenge, and that she has seen instances where elected officials just weren't doing the job (not in Putney but in other town offices)

The town currently has 10 grants working in various stages and Cynthia feels that to do the job without grant writing experience would be very difficult. Cynthia has also set up a department to run the town pool. And works closely with a new Highway forman. All towns deal with finance as the most involved part of helping a town run smoothly. Cynthia said she couldn't imagine being able to do the job without intimate knowledge of how municipal finances work. As part of her work with NEMRC she gained this knowledge and mentioned that most towns that struggle do so because of a lack of understanding of fund accounting. Cynthia volunteered to be a continuing resource for us.

Appendix 3E

Themes from Townshend stakeholders

Time:

As I talked about select board the most prevalent concern was the amount of time that was required to do the job well. Most people I interviewed mentioned this almost immediately. Not only time to devote to research and keeping current, but also the time to get to town hall during business hours to discuss matters as they happen rather than after the fact at regular meetings.

Personnel Issues:

As with any employer the town has to be able to manage employees. This comes down to direct coordination with all the departments and their heads. While possible to keep up on the happenings by phone, having a point person who is in the building all the time to answer questions and be the go between for the different departments seems to be what is needed.

Grants/Resources:

Every person I interviewed mentioned how difficult it is to research opportunities for the town to access grants and other resources. In addition the changes that are constantly being made to the requirements and strings attached to grant make it difficult for someone without experience to determine which programs make sense for Townshend. A point person to do research and synopsis for the board would aid greatly to the ability to make well informed decisions.

Contact Person:

While it is possible to talk to any member of the board or the board's administrative assistant, it is often difficult to bring concerns or problems to the board. Many people don't feel comfortable coming to a regular meeting so they try to talk individually to board members or other officials at town hall. The bringing in of a person who could serve as a point of contact, who also knows the ins and outs of which department the resident needs to talk to could make the town government much more user friendly, and also serve as a resource for citizens for information and direction.

Appendix 3F

Larsen Notes: 10 April 17

Interview of Kathy Larsen and Dave Larsen at Dot's of Dover

Kathy and Dave agreed to discuss their experiences with Wilmington's Town Manager form of government. Both have resided in Wilmington over forty years and have had extensive interactions in and with town government.

Kathy's direct contact with the Wilmington town government was during her 20 years as Green Up Day Coordinator and her less direct interaction was as the principal of Deerfield Elementary School for seven and half years, a member of the state board of education for six years, and a member of the various permutations of Twin Valley board-om for four years.

Dave labored in the educational social studies vineyard for decades, teaching about all levels of government. He has been on the Planning Commission and the Board of Civil Authority, both groups that deal directly with the town governing structure on a regular basis. Indirectly, he served in the Vermont House of Representatives for ten years, retiring undefeated and untiied.

An inadequate summary of their shared take on the town manager form of town government would include:

- It has been Wilmington's structure for over forty years.
- The proposal some years ago to eliminate the town manager position and return functions to the Town Clerk and Selectboard was defeated by a substantial margin.
- The complexity of local government will not be lessened until the state and federal governments stop issuing regulations, which means never.
- Volunteers serving as Selectboard members do not have the time or experience to deal with managing such a complex enterprise.
- Wilmington Town Manager is full time and has the necessary professional management expertise.
- Wilmington Town Manager helps make sure other town offices are performing as expected.
- Wilmington Town Manager keeps the town abreast of requirements and opportunities from private and government sources.
- The Wilmington Town Manager acts as the hub for information gathered for the town and disseminated by the town. (Dave: "He was the go-to guy for anything about the town.")

Dave also noted that there appears to be a growing number of embezzlement cases around town governments and having a paid, unelected set of eyes might not be a bad idea.

Both Larsens pointed out the importance of an accurate job description [pmm note: that might impact the legal form any governance change would take] but said the actual working relationships were of even greater importance.

Dave came with notes, the substance of which is below. [pmm note: typos mine]

Town Manager

Pros

- someone who manages - full time
- state and federal demands: paperwork, regulations, legislation
- coordinator and disseminator of information

- the hub of the town government wheel
- volunteers (selectboard) are rarely full time
- monitor other officials re: embezzlement

Con

- greater potential for palace intrigue

Appendix 4A
Resources devoted to salary by position

		Dover*	Grafton	Guilford	Putney**	Vernon	Wilmington	Townshend
Town Clerk		\$52,532	\$29,500	\$38,417	\$29,120	\$49,967	\$48,000	\$35,415
Asst. T.C./Office manager		\$45,237	\$7,000	\$24,281	\$17,787	\$18,667	\$33,179	
Town Treasurer		\$5,000	\$16,000	\$12,808	\$1,500	\$52,929	\$4,620	\$2,342
Asst. Town Treasurer				\$29,198		\$17,585	\$52,005	
Town Finance Officer		\$47,387			\$8,928		\$51,194	
Administrator/Manager			\$35,700	\$52,020	\$62,494	\$50,962	\$80,475	
Administrative Assistant					\$41,738		\$38,125	\$34,312
Bookkeeper					\$11,700			\$17,630
Total		\$150,156	\$88,200	\$156,724	\$173,267	\$190,110	\$307,598	\$89,699
\$/head		\$87	\$130	\$74	\$64	\$89	\$138	\$78

Appendix 4B
Resources devoted to salary by town

	Town Clerk	Asst. T.C./Office manager	Town Treasurer	Asst. Town Treasurer	Town Finance Officer	Administrator/Manager	Administrative Asst	Bookkeeper	Total	\$/head
Dover*	\$52,532	\$45,237	\$5,000		\$47,387				\$150,156	\$87
Grafton	\$29,500	\$7,000	\$16,000			\$35,700			\$88,200	\$130
Guilford	\$38,417	\$24,281	\$12,808	\$29,198		\$52,020			\$156,724	\$74
Putney**	\$29,120	\$17,787	\$1,500		\$8,928	\$62,494	\$41,738	\$11,700	\$173,267	\$64
Vernon	\$49,967	\$18,667	\$52,929	\$17,585		\$50,962			\$190,110	\$89
Wilmington	\$48,000	\$33,179	\$4,620	\$52,005	\$51,194	\$80,475	\$38,125		\$307,598	\$138
Average	\$41,256	\$24,358	\$15,476	\$32,929	\$35,836	\$56,330	\$39,932	\$11,700	\$177,676	\$97
Townshend	\$35,415			\$2,342				\$34,312	\$17,630	\$89,699

1. These numbers reflect salaries only. Checking the numbers is a good idea.

2. Towns appear to divide responsibilities in a variety of ways making strict comparison dicey.

*Dover eliminated Administrator in 15/16, some duties appear to be transferred to Finance officer

**Putney reduced Treasurer salary from \$22,516, some functions seem transferred to Adm. Asst