

Dear Members of Town Departments and Committees,

The Town Administrator Study Committee asks your help in determining whether Brookfield needs a Town Administrator at this time. We are asking you to identify important areas of need in town governance that are not now being met and then to provide input about whether a Town Administrator could be helpful in addressing those needs. In addition to your responses to questions with standard answers, we welcome your comments and suggestions in the spaces provided.

Please identify your primary role in Brookfield:	
a.	Department Head
b.	Employee
c.	Member of a town committee
d.	All of the above

Summary – 9 respondents – not all respondents answered every question

I. Financial Leadership, Expenses and Savings			
A. Town Needs:			
		Agree	Disagree
1.	The Budget process needs stronger leadership from the Selectmen	3	5
2.	The collection of back taxes should be a higher priority.	8	1
3.	Town financial planning is done a year at a time – we need a longer range plan that department heads can buy into.	8	1
4.	The lack of a capital plan causes departments to compete with one another for funds.	8	1
<p>Other (Please Comment): Dept. Heads to be integral part of Capital Planning. If so invested, diminishes need for Town Administrator. The Advisory Committee is only charged with reviewing town meeting articles. It is not stated that the Advisory Committee writes the budget or has any of the other things they have been doing in recent years – approve SH90 requests, review expenditures, approve capital items. Re#1 -Budget process is Admin Role. Re #2 – Balances when you have time. We have drafted a Capital Plan – ten year</p>			
B. A Town Administrator should/would:		Agree	Disagree
1.	Provide experience and leadership in budget development	6	2
2.	Be able to bring the financial team together to do a better job of back tax collection;	7	2
3.	Provide staff support to a capital planning committee to develop a capital plan and to update it annually	7	1
4.	Bring key staff together to put together grant proposals and then to manage them effectively.	7	1
5.	Provide leadership to get department heads to see the larger picture related to town needs and to buy into it.	7	1
<p>Other (Please Comment): Dept. Heads to be integral part of Capital Planning. If so invested, diminishes need for Town Administrator. Need Administrator to run day to day. Selectman issue is availability i.e.: retirees need people with time.</p>			

A. Town Needs:			
		Agree	Disagree
1.	The Town Personnel By-Law and Polices need updating.	7	2
2.	The Town Wage and Salary Schedule is out of date and is not applied equitably.	7	1
3.	In general, Selectmen have the time and skills to do a good job of supervising Department Heads	3	6
4.	Personnel mistakes by Selectmen, Department Heads or Committees have cost the Town money.	6	2

Other (Please Comment):

No information on number 4.

B. A Town Administrator should/would:			
		Agree	Disagree
1.	Address complaints quickly to keep them from festering.	7	0
2.	Assist Selectmen in ensuring that a personnel committee functioned effectively, got resources needed for training and did salary surveys regularly to ensure that Brookfield kept pace with other similar towns.	8	0
3.	Head off personnel issues that require the expense of town counsel and could lead to expensive lawsuits.	8	0
4.	A town administrator would supervise the following appointed officials:		
	A. Highway Superintendent	8	1
	B. Police Chief	8	1
	C. Treasurer	8	1
	D. Town Accountant	8	1
	E. Fire Chief	8	1
	F. Director of the Ambulance Service	8	1

Other (Please Comment):

The Complaint Policy needs to be reviewed and followed.

Monitor Elected Officials

Supervise all including Library.

Re #4 – Supervise is too strong “Peer”

II. Communications:			
A. Town Needs:			
		Agree	Disagree
1.	Department Heads should meet more often to provide input and feedback to the Selectmen.	7	1
2.	Small conflicts tend to escalate into bigger problems.	5	2
3.	The lack of communication among departments and committees causes problems and waste.	4	3
4.	Selectmen do not do enough to communicate with citizens.	1	6

Other (Please Comment):

B. A Town Administrator should/would		Agree	Disagree
	1. Organize regular meetings of department heads	7	1
	2. Issue press releases and send postings to the website and Facebook pages about current issues, accomplishments and deadlines	9	0
	3. Develop a planning calendar for major deadlines	9	0
	4. Meet with groups of citizens to hear ideas and concerns and convey them to the Selectmen	7	1

Other (Please Comment):

Re #4 – Should meet **along with** Selectmen.

Re #2 – under Admin but by clerk.

III. Long Range Planning

A. Town Needs

		Agree	Disagree
	1. Selectmen have difficulty sustaining longer range initiatives.	6	1
	2. The Town needs to develop an affordable housing plan to avoid having outside developers escape zoning regulations through a 40 B process.	8	0
	3. The town needs an economic development strategy.	7	1
	4. The Town can save money through regionalization.	3	4

Other (Please Comment):

Re all above – Not your job...see comment page 1

Re #4 – There has been no effort to determine anything about reorganization

Re #1 – Have not seen initiatives. Re #2 “maybe” not over everything, Dispatch yes, control or center

Re #4 – Insurance regionalization

B. A Town Administrator should/would:

		Agree	Disagree
	1. Help Selectmen set manageable priorities within a long range plan and then provide staffing support to community committees working on high priority initiatives;	7	2
	2. Supervise consultants effectively;	8	1
	3. Handle day-to-day affairs so the Selectmen could focus on policy	8	1
	4. Increase the likelihood that more people would be willing to run for Selectman or to serve on committees and to serve longer.	8	1
	5. Keep things moving forward	8	1
	6. Organize meetings between departments and committees to foster better communication and planning	8	1

Other (Please Comment):

Re #4 – Huge

Re #1 – Another role to program manage.

IV. General				
A. A Town Administrator will:				
			Agree	Disagree
		1. Cost the town more than it will save.	3	5
		2. Improve Communication among Departments/Committees	6	2
		3. Improve communications between Selectmen and citizens	6	2
		4. Shift the focus from short-term problems to longer term planning and implementation of initiatives	7	1
		5. Increase regional planning and communication	5	2
		6. Give too much power to the Town Administrator	3	4

Other (Please Comment):
 All questions are “geared” to proposal throughout this “survey”.
 Re #1 – Unknown by me or anyone. Re 2 & 3 – Indifferent. Re 5 – Unknown. Re 6 – Only if we let them.
 Re #5 - Replace “regional planning” with “inter-community collaborative”. #6 replace “Town Administrator” with “a single person”.
 The Town Administrator could focus on bringing business into town, and foster more intercommunity collaboration. Also, Grants, Legal Fee, Liability issues.
 Re #6 – Need delegation
 Re #1 – Savings – Retirees 60% Insurance at Town Cost – Combining roles – Assessor Office Clerk

VI. For the following three questions, rank each of the items. Each ranking can be used only once, e.g. there can't be two #3s.					
1. Please rank the following in order of importance with respect to THE TOWN'S needs from the Selectmen's office:					
Rank					Item
1 2 3 4 5					
1					a. Financial management
2					b. Personnel management
4					c. Communication and information
3					d. Planning and project management
5					e. Volunteer recruitment and coordination
2. Please rank the following in order of importance with respect to YOUR DEPARTMENT'S needs from the Selectmen's office:					
Rank					Item
1 2 3 4 5					
3					a. Financial management
4					b. Personnel management
1					c. Communication and information
2					d. Planning and project management
5					e. Volunteer recruitment and coordination

3. Please rank the following in order of URGENCY for a Town Administrator's attention:

Rank							Item
1	2	3	4	5	6	7	
				2			a. Personnel management
				1			b. Coordination of town services
			4				c. Oversight of back property tax collection
				3			d. Municipal grant research & writing
				5			e. Procurement & RFPs
				7			f. Information Technology management
				6			g. Oversight of town committee work

Add other line * Cross Training

Notes: 1 – Save across departments combining Water/???. 2 Zoning Enforcement/BI combined. 3 Looking \$80K Admin/Clerk. What’s the value story – eliminate something? – grow grants.