

Subject: **Re: TGSC Report To BoS**
Date: 7/23/2018 1:54:43 PM Eastern Standard Time
From: vbutterfield@comcast.net
To: jffminott@aol.com

On June 5, 2018 at 10:26 PM John Fairbanks <jffminott@aol.com> wrote:

Soft copy attached. Thanks!

John

Hi John:

I have been thinking of my response to the TGSC Report and the potential changes to the town government structure over the past few weeks and with your meeting this Thursday I figured I would get this to you.

First I want to thank you and the committee for their work. With all of us being volunteers and understanding the time given I hesitate to be negative unless someone in my opinion is way off base.

I agree with many of the findings of the committee. The town organization is way too decentralized with no lead person to provide day to day leadership. That has always been an issue that I felt needed to be addressed. We have too many elected officials that perform duties that require specific job knowledge and if someone is elected without that knowledge, could hinder the operation and cause damage to the town. Reducing many of the elected positions would require a manager with enough authority to handle day to day issues without having to go to the selectmen.

To be honest, I found the report somewhat strange and possibly a bias of the consultants. Over my 40+ year working career, I have managed a number of high level projects and served on many other project teams tasked with major organizational re-engineering. In those project teams, we were required to provide the stakeholders and company leadership team with detailed alternatives reviewed and a recommendation. There were no alternatives reported and all of the recommendations in the study just added to the support of the Town Manager structure.

I had mentioned to you verbally about Landfill and Solid Waste Committee not even making the report. I consider that a major flaw in the report and question the thoroughness. I understand you feel this was a slight oversight. I do not.

The landfill only brings in \$4M annually to the town coffers and that the Public Works Commission and Solid Waste Committee has been the driving factors, working with our Waste Management partners to our imminent landfill expansion that will add about \$50M over the next decade to the town. The report

also recommended the Selectmen assume the duties of the Public Works Commission, Sewer Commission, Water Commission and Road Commission. There is only the Public Works Commission, unless I am mistaken. None of the others exist and once again, no mention of the Landfill. I am not arguing about the recommendation to abolish the commission but am arguing the understanding of the function was lacking.

Once again, I agree with a large amount of the TGSC recommendations, but with the committee stance of take it or leave it before the stakeholders, the citizens of the town get to comment, question or request changes to the organizational structure is detrimental to the entire process. The timetable for this is rushed. In every project I have been involved with that was rushed and implemented, there came the "Oh crap" moment when the result was not what was planned

Vance

Subject: **Concerns about TGSC report to the BOS**
Date: 7/25/2018 4:34:44 PM Eastern Standard Time
From: Lorraine.Emerson@altec.com
To: jffminott@aol.com

I have been traveling and wanted to get this to you a week ago.

Dear John:

Thank you for taking the time to meet with the Public works Commission on July 9th to discuss our concerns regarding the recommendations from the TGSC to the Board of Selectmen.

The comments I make below are as a citizen and not a board member as we did not vote to have me send this letter.

I agree with some of the findings of the committee. Karen Murphy has provided a level of leadership however has no authority to execute day to day decisions. That has always been an issue, and since my days on the BOS needed to be addressed.

I will be honest with you, I was not completely surprised that one of the recommendations was to abolish the Public Works Commission. During my interview, the consultant came right out and told me that he did not feel that having a Public Works Commission was a very good idea. So understandably I found that part of the report to be a bias of the consultants in that regard. I also found it concerning that there were no alternatives reported and all of the recommendations in the study pointed to a strong Town Manager structure only, there certainly had to be other alternatives between what we have now and the strong Town Manager approach.

One of my other concerns is the recommendation to maintain only a 3 member board of Selectman. As you know I have served on that board 2 terms and I know the level of work that is required with the format we have now. There will be a learning curve involved when it comes to the work of the Public Works Commission responsibilities. It took years to learn enough information about our roads, water, sewer and landfill to finally make me valuable in this position.

With the abolishment of all of the elected officials, boards and commissions you are suggesting, it is unrealistic to think that 3 members can adequately handle that work load. The other concern I would have would be for the new Town Manager. Having a 3 member board could be very risky for them. If you have a board member who would only have to persuade 2 members rather than 4 members that there should be a parting of ways, it could become very interesting for that individual.

At our meeting I had mentioned to you that I was surprised that the Landfill and Solid Waste Committee was not even mentioned report. I consider that a major flaw in the report and question the thoroughness of the consulting firm.

The landfill brings in roughly \$4M annually to the town and the Public Works Commission and Solid Waste Committee have been instrumental in that. We have worked diligently with our Waste Management partners to come to an agreement to expand the life of the landfill that will add about \$50M over the next decade to the town. In my opinion this was a huge oversight.

The report also recommended the Selectmen assume the duties of the Public Works Commission, Sewer Commission, Water Commission and Road Commission. There is only the Public Works Commission, unless I am mistaken. This is another example of lack of thoroughness on the part of the consulting firm.

I find it concerning that the report had not transition plan and when I asked out that you indicated that hadn't been considered yet.

At the Selectmen's meeting I voiced my concerned about the time table for this change. I will state once again, I feel the timetable for this is rushed. This is too important of a decision to not take every due diligence necessary to make the best decision for the town whatever that may be.

Thank you for your consideration of my concerns as you go through this process. Should you or other board member wish to discuss this with me further I am at your disposal.

Lorraine

Lorraine J Emerson

Scheduler

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