Outline of Outstanding Needs Being Addressed

**Builds upon checks and balances built into Township design.** The Clerk, Treasurer, and Board of Trustees have the statutory responsibilities that provide the fundamental checks and balances of a general law Township—appropriation, authorization, and disbursement of public monies. **The Board of Trustees is responsible for the administration of the Township**; it is not simply an oversight body. To that end, sharing the direct governance of the Township’s activities across officers in a way that strengthens—and does not diminish—checks and balances is one critical way **we can proactively protect ourselves against fraud, waste and abuse.**

**Meets the outstanding needs identified in FYE22 budget requests, still pending:** Fire Chief for general administrative support; Office Coordinator for higher level administrative support; Transportation Alternatives Planning Committee for staff resources to coordinate work on pathways, transportation alternatives, and township road SADs; and Land Preservation Commission request for support implementing a new Buy-Protect-Sell program.

**Reduces the privatization of Township services by investing in diverse professionals who provide shared services across the Township’s distinct areas of work.** By investing in the positions of Administrative Services Manager, Deputy Treasurer, Sustainable Development Director, and Human Resources Professional, the Township will bring in-house required activities that it has increasingly contracted out for, will improve the Township’s negotiating position with necessary ongoing contracts, **over time saving the Township money and improving services to residents.** Savings and efficiencies will be realized through management of the Township Planning Contract and Township Engineering Contract by competent consistent staff person.

GIS mapping, project management, community engagement, and grant writing will be done by staff not consultants. **Shared administrative and information management services to Fire, Water and Sewer, and the rest of Township Hall and its committees through a reorganized and up-leveled administrative services team.** Provides possibility of a standard of service not imaginable prior to the workplace adaptations required by the pandemic: through the appropriate use of current technology and cross training, we can more proactively provide residents with the information they need, when they need it. Improving our information management allows the Township to be data driven and strategic.

**Adapts our structure to respect and rely on our current workforce’s broader and deeper skill sets.** There have been significant changes in the Township’s workforce composition over the last 2 years through new hires and retirements. In 2019 the Fire Chief retired, Jessica Flintoft was appointed Clerk; Township Manager retired; and Utilities Director retired. Andy Houde was hired as Fire Chief in March 2020; Supervisor Hathaway took office in November 2020; and Steve Wyzogzki started as Utilities Director in December 2020.

Trusts the professional expertise and management of Fire Chief and Utilities Director to our largest and most essential, critical infrastructure services to directly manage their staff, budgets, and operations. Fire and emergency response, access to potable water, and waste water treatment are our most essential, critical infrastructure. **It is essential that the Fire Department and Utilities Department continue to report directly to an officer as a structural** **protection against the Township Board ever again being able to say “We didn’t know.”** Not knowing about workplace safety issues at the Fire Department, chronic losses year after year in the Water Fund, or a ballooning reliance on costly contracted services and unpaid community volunteers largely because of lack of investment in Township’s own human resources.

James Merte, Township Assessor and IT Director will be retiring after 40 years with the Township on September 1, 2021. To fill the many gaps left by his departure, the Township is currently recruiting for a Township Assessor and soliciting bids for an outside firm to provide IT Managed Services. Further, this change **provides an opportunity to further appropriately segregate duties by establishing a Deputy Treasurer** position to handle duties currently carried out by the Assessor, Finance Director, and Finance Manager.

At the heart of the Township is its staff and community volunteers. Yet, the Township has never assigned responsibility for human resources administration to a position with human resources expertise. **Establishing a largely independent, part-time professional human resources position provides the Township with an opportunity to build its recruitment and retention, performance management, training, and other key human resources activities to support workers and supervisors.**