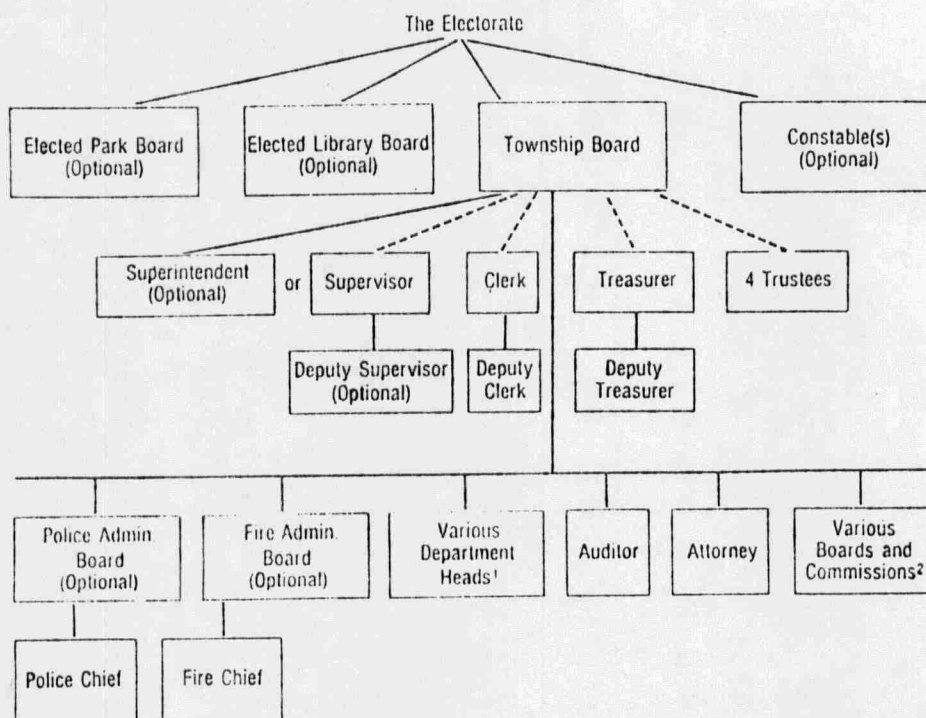


	LOCAL INPUT IN DECISIONS	CONTROL	MONEY: GETTING AND SPENDING
CURRENT SYSTEM	Non-official input by individuals & organizations	Maui County controls all decision making and administers all services	Getting & Spending: Determined by Maui County Administration and Council
NEIGHBORHOOD BOARD	All the above, PLUS Official, advisory input by locally-elected Board	Same as above, Board has advisory role only	Getting and Spending: Same as above
TOWNSHIP	All of above, PLUS 1. Locally-elected Board/Commission 2. Possibly locally-elected administrator	Same as above, EXCEPT 1. Township-controlled functions, to be determined (example: Planning, Permits and Codes, etc.) 2. Direct interaction with State 3. Direct interaction with federal government	Getting: Mostly determined by Maui County Township could get share of County, and State revenues Some direct federal funds possible Spending: Determined by Maui County, Township, State and Feds
SEMI-STATE COUNTY	All the above, PLUS Locally-elected Council and Officials	Local control of County decision making and administration of all County services More direct interaction with state agencies (e.g. representation on State Boards/Commissions) Direct interaction with federal government	Getting: Real property & gas tax, licenses, fees State grant-in-aid Federal program funds Spending: Establish budget for all County administration and services

Typical Organization Chart Charter Township



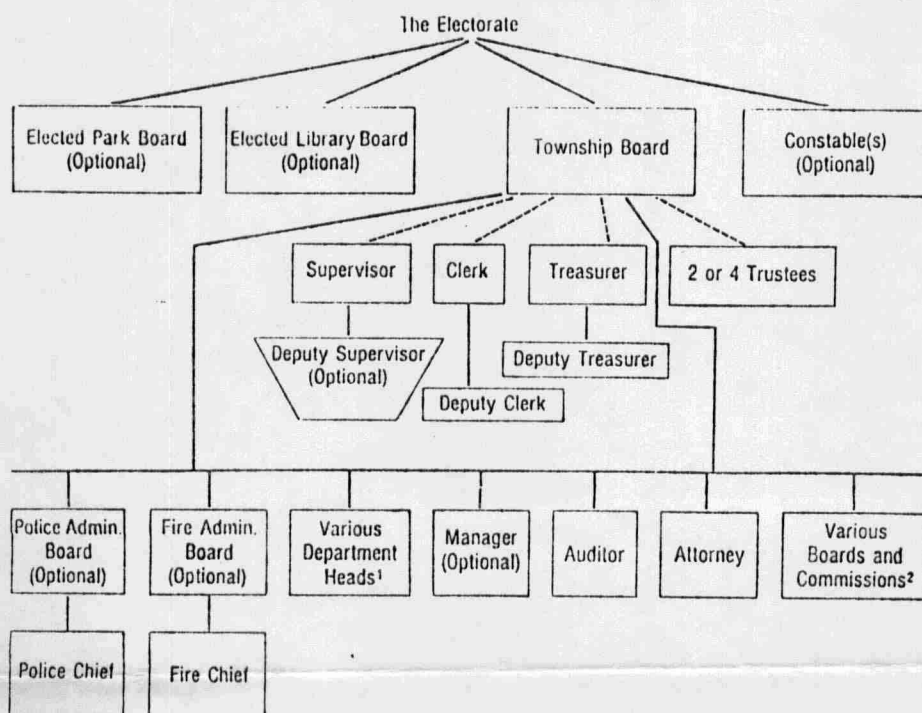
¹Examples Include (all optional):

Assessor
Building Official
Fire Chief
Police Chief
Public Works Director
Zoning Administrator

²Examples Include: Board of Review (mandated)
(the following are optional):

Building Authority
Civil Service Commission
Downtown Develop. Authority
Planning Commission

Typical Organization Chart General Law Township



¹Examples Include (all optional):

Assessor
Building Official
Fire Chief
Police Chief
Public Works Director
Zoning Administrator

²Examples Include: Board of Review (mandated)
(the following are optional):

Building Authority
Civil Service Commission
Downtown Develop. Authority
Planning Commission
Salary Compensation Comm.

A MODEL FOR MOLOKA'I TOWNSHIP

TOWNSHIP POWERS AND RESPONSIBILITIES

Planning - Land Use - Zoning (within limits set by state)

Uniform Building Codes

Definition (set Molokai-specific codes)

Application/Enforcement (permits & appeals)

Pass township ordinances (that do not conflict with those of the State or County), enforced by County Police Department

Administer local services, as negotiated with county

Beginning with:

Building Inspector

Parks and Recreation

Office of Human Concerns (Elderly, Housing, etc.)

Special Projects (Ag Park, Ice House, Cooling Plant)

Hire necessary personnel to carry out township functions

Recommend legislative and funding priorities for Molokai to county and state, and advocate for those priorities

Apply for federal funds, as allowed by federal law

Levy additional real property tax, up to ____ mills for period of ____ years, to finance special township programs, subject to voter approval

Nominations to mayor and governor for county and state appointments

Represent interest of community in dealings with the county, state, federal governments and other outside interests

LEADERSHIP

Locally-elected Township Council (seven members) with 2-year terms

Mayor (at-large) - serve as Chair of Council and oversees administrative activities of Township

Treasurer (at-large) - chairs Finance Committee and oversees financial affairs of Township

Five Precinct Councilmembers, one elected from each of the Molokai precincts

Planning Commission (seven-members) appointed by Township Council for staggered three-year terms

Council would nominate candidates for appointment by Mayor and Governor to county and state boards and commissions

Council would appoint standing and ad hoc committees, and board or commissions as required to meet township needs

FUNDING

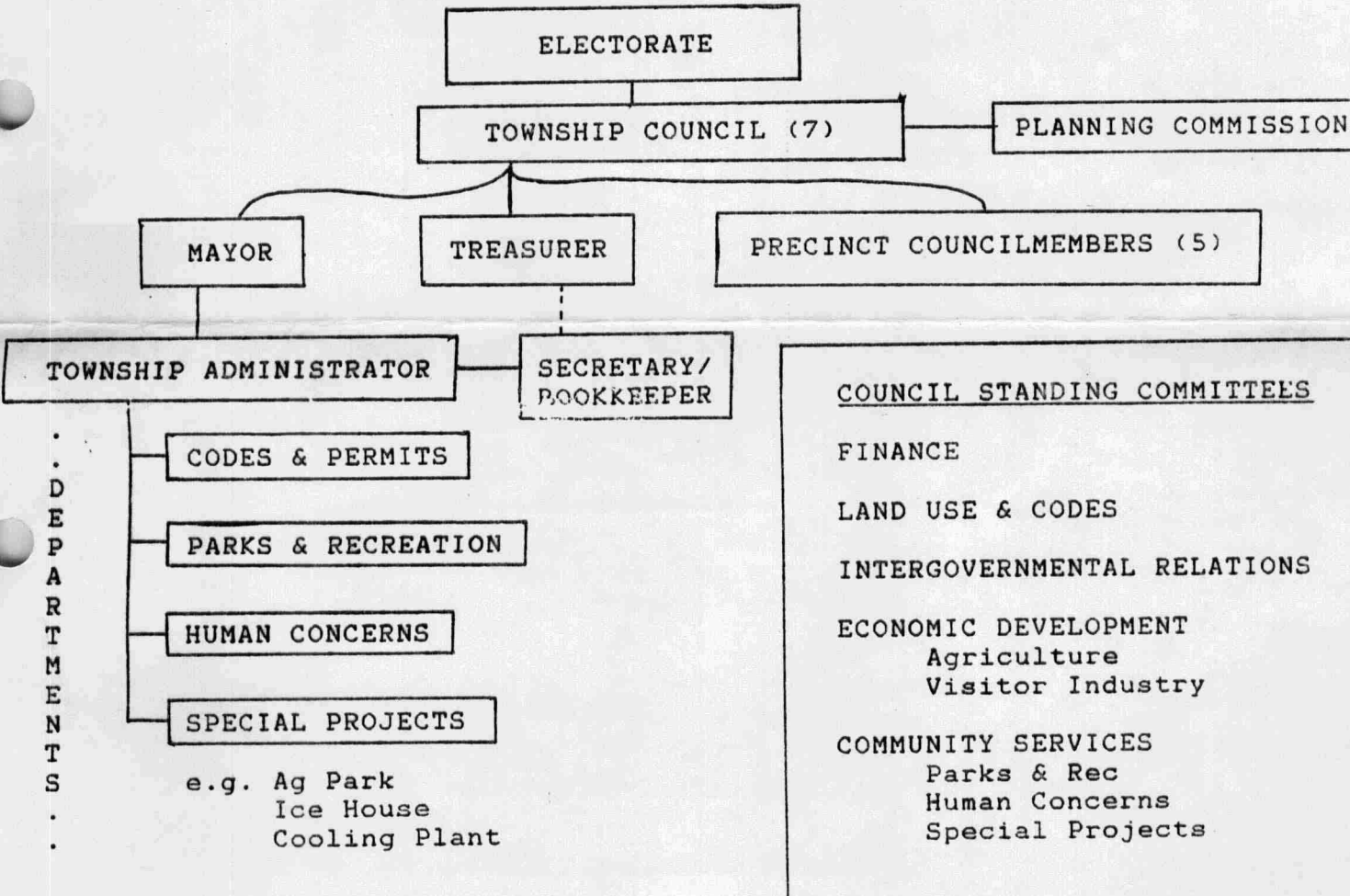
- Option A: Township receives set percentage of Molokai-derived real property taxes (or all taxes and fees)
- Option B: Township receives percentage of Molokai-derived taxes and fees as negotiated with County, with ____ % minimum
- Option C: Township receives percentage of county's state grant-in aid funds
- Option D: Township receives separately designated state grant-in aid funds

In addition, township could have authority to levy some additional real property tax millage (time limited, for specified use) subject to township voter approval.

REASONS FOR TOWNSHIP FOR MOLOKAI

- > Bring decisions on exclusively local issues closer to people
- > Right of people to free access to local decision makers
- > To encourage participatory democracy by giving all residents (but particularly young people) an opportunity to see and experience government in action and provide for socialization/education for future community leaders
- > Enfranchise small-island voters with locally-elected Board with real powers on major locally-based issues
- > Need for popularly-elected (accountable) and legitimized advocates/representatives to present island's concerns to county and state and serve as two-way channel of information
- > Allow community to select their own leaders, rather than have them appointed by others
- > Provide training ground for future County and State government officials from Molokai

STRUCTURE OF TOWNSHIP



Thank you for coming to New Hampshire as part of NATaT's small cities technical assistance project. I felt that the workshops at Newport, Bethlehem and Epping gave our municipal officials an excellent introduction to the Community Development Block Grant program, especially for officials of municipalities which have never applied. The presentations went particularly well, and I have received favorable comments from town officials regarding your participation. Laurence E. Goss, CDBG Program Manager, New Hampshire

I have been to many conventions in my 14 years in local government. . . . I have never seen one better organized, more smoothly run and more worthwhile. The sessions are interesting, yet brief. An organization that can, at the last moment, get the Senate Majority Leader for a speaker has got respect in my book.

G. Morris Wells, town manager
South Hill, Virginia

I am glad to receive the *National Community Reporter* and to see the work it performs in explaining and analyzing issues of interest and importance to our nation's small communities, as the voice of the National Association of Towns and Townships.

Sen. Jim Sasser, member
Senate Committee on Governmental Affairs

I know when I meet with members of NATaT, I'm talking with people firmly dedicated to representative government and to the personal and political freedoms we cherish.

U.S. Secretary of Transportation
Elizabeth Hanford Dole

NATIONAL

ASSOCIATION OF

TOWNS

AND

TOWNSHIPS

Effective

THE VOICE OF SMALL TOWN

AMERICA

PROGRAMS AND SERVICES

For information to be most useful, it must be in the hands of potential users. NATaT connects quality information with local government representatives, enabling the representatives to make informed decisions on local issues. Thank you NATaT for performing this service.

Marilyn L. Jones, supervisor
Lower Macungie Township, Pennsylvania

The National Association of Towns and Townships (NATaT) champions the cause of America's small governments. NATaT advocates for grassroots governments, helps elected leaders be more effective and enhances the quality of life for people living in Hometown, USA.

The association offers local-government officials skills training and technical advice on managing grants and local development. NATaT keeps its members abreast of news and trends, and it conducts an annual conference—America's Town Meeting. So national policies don't overlook governments in

the smallest of communities. NATaT opens channels between the U.S. Capitol, the White House and the town hall.

The national association staff serves over 100,000 local-government officials plus national policy-makers, academicians, researchers, business leaders. . . . in short, all people interested in the health and vitality of small, local governments.

There are many public interest associations but only one, the National Association of Towns and Townships, works exclusively for all small communities—townships, villages, towns, etc.—across the country.

NATaT: LOCAL OFFICIALS' LINK TO WASHINGTON

NATaT's federal affairs program is the bridge that links the federal government with thousands of governments in small communities. NATaT brings local officials together with members of Congress, Cabinet secretaries and the president.

"It's easy when you're from a large city to find a voice in large government or reach key figures," a township supervisor told NATaT. "It's encouraging to know that we, a small government, have a direct line to the president."

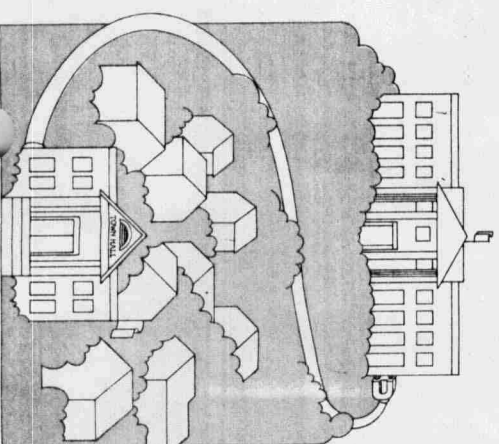
That direct line extends throughout the federal government. NATaT has been a leading force in three drives to renew or save the General Revenue Sharing program. The secretary of Housing and Urban Development commended NATaT's role in getting the "small cities" Community Development Block Grant program working for thousands of localities. After years of being shortchanged in the Payments in Lieu of Taxes program, townships are now able to have a fair share of the funds: NATaT worked through Congress and the Department of the Interior to get townships into this program.

Regulations affect life in small communities

as much as—sometimes more than—law. NATaT monitors and analyzes federal rule-making activities, too. The association has been a watchdog of regulations concerning transportation in rural areas, bridge programs, wastewater treatment, and Farmers Home Administration programs, among others.

To tackle all issues as a single organization

NATaT
1522 K Street, NW, Suite 730
Washington, D.C. 20005
(202) 737-5200



would be a herculean task. The association cooperates with a number of groups to address complex issues.

NATaT is a founding member of the Rural Governments Coalition, a respected body of local and state government organizations.

NATaT representatives have been appointed to commissions advising Congress and the administration on the nation's rural development, intergovernmental relations, environ-

NATaT: CONDUCTING AMERICA'S TOWN MEETING

Once a year, the doors open to America's Town Meeting, NATaT's national conference. One official called the conference a way "to let the people in Washington know that Porter Township is here."

The conference focuses on some of the most pressing issues facing small towns today. The three-day program tackles the issues in a variety of ways.

General sessions provide a forum for people like the president, vice president, congressional leaders, administration officials, scholars and corporate executives to address NATaT's members on current events and national issues. Workshops answer questions, probe into programs and identify solutions to the problems of town and township governments. Receptions allow delegates to exchange ideas with each other and voice concerns with legislators, while exhibits and demonstrations let delegates shop for local-government products and services.

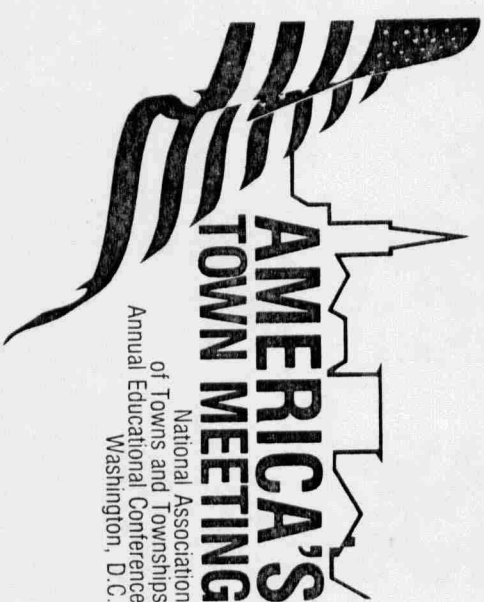
The association sponsors an array of other meetings and conferences, too. Agendas in-

mental and transportation policies, and economic development. Association leaders give the small-town view of policies and programs in regularly scheduled meetings with the president and White House advisers.

To some people, Congress, a federal agency, or the White House may seem far removed from the town halls in America's small communities. The NATaT bridge makes the gap a lot smaller.

clude everything from the nuts and bolts of better local government to the many facets of federal policies.

Further, NATaT cosponsors seminars and training sessions around the country. Staff members are often speakers at conferences of other organizations, including NATaT's member state associations.



NATaT: SHARING KNOWLEDGE, DEVELOPING SKILLS

Is my town eligible for a Community Development Block Grant? How can I get funding for an industrial plant? What are the dangers of a hazardous waste dump in the township?

As government leaders in towns and townships face new challenges, NATaT is turned to more and more often as a source of knowledge and skills. Daily, the staff answers questions like these from NATaT's members.

NATaT's growing publications program is designed to give rural officials practical tools that they can use to solve their problems.

The **National Community Reporter** is the one national news journal in America which covers a broad range of topics in the interest of towns and townships. The **Reporter** and its special-interest supplements put legislation updates, management trends, resource tips, program insights and small-town news in the hands of more than 40,000 readers.

The **NATaT Perspective** is the only monthly newsletter that explains and analyzes the federal issues affecting small communities.

NATaT: OPENING NEW LEADERSHIP HORIZONS

Governing and providing public services in small, often isolated jurisdictions can be a tough challenge.

NATaT understands this challenge and is responding to it through the development of the National Center for Small Communities (NCSC). The center is a training, research and policy development resource for local officials.

NCSC has established a national fellowship program to train a new cadre of rural leaders. The center conducts intensive leadership institutes and publishes low-cost materials to help rural officials sharpen their skills as political managers and community leaders.

NATaT's **Townscape** and **Exchange** offer how-to details and a town's-eye-view of the "small cities" Community Development Block Grant program like no other newsletter.

Local officials aren't the only targets of NATaT's education and publications. Public policy seminars and special reports help federal, state and business leaders understand the complexities of governing towns and townships. This assortment of focused, in-depth reports and guidebooks complete NATaT's information clearinghouse.

Many rural officials work in a world of limited information and with few sophisticated tools; it's no wonder why today's problems strain the already-tested resourcefulness of these public servants.

The National Center for Small Communities is commissioning research to find affordable, workable approaches to problems of small governments. NCSC's Rural Information Clearinghouse translates academic papers into useful, practical reference materials.

To help rural officials deal more effectively with the crises they face, the center is developing materials, providing technical services and offering outreach to support officials in small communities. A Rural Programs Collection will house the nation's most comprehensive library of self-help resources for local officials.

The center is mounting an exhaustive search, in the U.S. and abroad, to find appropriate technology for America's rural areas. Also, it is exploring techniques such as using circuit-riding advisers to provide hands-on assistance with pressing problems.

NATaT believes that its vast network of grassroots governments represents an enormous potential for rural development which, if properly trained, would have a tremendously positive effect on the quality of life in small towns across the land. The National Center for Small Communities will go a long way toward helping officials in small communities realize this potential.