

TOWN ADMINISTRATOR WORKGROUP

September 5, 2023

Prepared for

Newtown Board of Selectmen

Submitted by

William Brimmer, Former Selectman
E. Patricia Llodra, Former First Selectman
Maureen Crick Owen, Selectman
Ned Simpson, Former Board of Finance

Executive Summary

The objective of the work group was to make a recommendation to the Board of Selectmen regarding whether a change to the executive structure of the Town's government is warranted. The first phase of our analysis suggested three viable options: (1) no change; (2) add a Town Administrator to support the First Selectman (employee or contractor); or (3) move to a Town Manager form of government where the Town Manager is the Chief Executive Officer (this would require a change to the Town Charter).

The genesis of this project was the recognition that over the course of the last decade, that the density and intensity of the First Selectmen's role continues to increase in scope and content. These growing day-to-day operational responsibilities limit the First Selectmen's time and capacity to focus on long term planning, evaluate new ideas and recognizing challenges that are critical to crafting and executing on a strategic vision for the municipal future for Newtown's citizens.

As part of the work group's due diligence to craft alternative solutions to these challenges, we identified nine comparable towns to meet with and explore how they have responded. We met with Town Managers, Mayors, First Selectmen and Town Administrators from Clinton, Fairfield, Greenwich, Manchester, Monroe, Simsbury, South Windsor and Wilton. We also met with several of Newtown's department heads including a former department head. The interview process took four months.

Based upon the results of these interviews and further internal debate, the work group expressed their preliminary opinions as follows:

- Mrs. Llodra expressed her strong belief that Newtown is a stable and thoughtful community where anything other than a referendum vote for the town leader would be too much to ask and not constructive. Mrs. Llodra was in favor of the Town Administrator approach.
- Mrs. Crick Owen stated her belief in taking small, measured steps, which was supported by several people interviewed who felt that going directly to a Town Manager structure was overly ambitious. Mrs. Crick Owen was in favor of a Town Administrator.
- Mr. Brimmer stated that he is not against a Town Administrator but going in that direction would be postponing the inevitable – leading to a Town Manager.
- Mr. Simpson shared a similar view to Mr. Brimmer's in that a Town Administrator could be a good step along the path to Town Manager.

However, after further discussion and careful consideration, the work group came to a unanimous recommendation that the Board of Selectman move to establish a Town Administrator position. It also recommends that a longer-term assessment be undertaken to move to establishing professional management (i.e. Town Manager) that would further benefit the needs of the town.

Objective/Charge

Newtown First Selectman Dan Rosenthal introduced the idea of Town Administrator at the November 21, 2022 Board of Selectman (BOS) meeting. He referenced the past discussion related to moving Newtown to a Town Manager form of government. He indicated support for adding professional management capability, but acknowledged concerns related to a charter revision process which would be required to establish a Town Manager. The big thing with a charter change is fear of the unknown. It is a cliff jump. You have changed the charter and what if it doesn't work out?

First Selectman Rosenthal became aware that Wilton had hired a town administrator that works alongside the first selectman, rather than changing their charter. For Wilton, the Town Administrator position takes on day-to-day duties, freeing the First Selectman for more constituent services and planning. First Selectman Rosenthal described this as a "proof of concept" opportunity. If Newtown added a Town Administrator, it could assess the impact before making a charter change. From what is learned, the Town could establish the Town Administrator without a charter change or a Town Manager with a change to the charter.

The BOS discussed looking into the idea and decided to form an ad hoc committee to consider it. An ideal ad hoc committee would be comprised of former first selectmen and other people with a large amount of experience with Newtown's government.

At the December 19, 2022 meeting the BOS established the Work Group with the following charge:

Review the present executive structure of Newtown's municipal government (First Selectman) and consider if alternatives would enhance the management, oversight and continuity of town government. The process should consider all options/forms of management, not simply a Town Administrator. It is possible your final recommendation will necessitate a Charter Revision process, however your efforts would be additive to that process so your work should not be limited to avoiding that.

This charge was adopted by the Work Group at their January 23, 2023 meeting.

Executive Structure

Four common forms of municipal government are found in Connecticut towns and cities. These government structures are further explained and exampled in the attached document (Attachment 1).

Newtown's Current Government Structure

Newtown has a First Selectman (FS)/Council form of government. A First Selectman is elected for a two-year term, serving with two elected selectmen in a three-person board (BoS). The FS is the CEO of the town. Connecticut state statutes delineate roles and responsibilities for the municipal CEO. In addition, the town charter may expand and further describe that local role. Newtown's Legislative Council (LC) is comprised of 12 members elected from three districts for two-year terms. The LC is the legislative body of the town as described by state statutes. It approves the Town Capital Improvement Plan (CIP) and general funds budget which includes the Board of Education (BOE) general funds budget as a line item. The LC drafts ordinances and executes a process to review and apply additions or changes to local ordinances and regulations. The BOE is comprised of seven members elected to staggered four-year terms. The Board of Finance (BOF), comprised of six members elected to two-year terms, is advisory. It reviews the CIP and budget before those financial plans are considered by LC. The elected Planning and Zoning Commission members are responsible in promoting the orderly and coordinated development of the town. Other bodies elected to manage town activities include the Zoning Board of Appeals, Police Commission, and Edmond Town Hall Board of Managers. Many appointed bodies and commissions govern other town functions vital to the community. Among these appointed government entities are the Commission on Aging, Cultural Arts Commission, Public Building and Site Commission, Community Center Commission, C.H. Booth Library Board of Trustees, Board of Ethics, Inland Wetlands Commission, and more.

In 2023, the Town of Newtown has 170 full-time and 20 part-time employees, dedicated to 15 departments, not including seasonal employees. There are 5 employee unions. The FS office is staffed by an executive assistant and is the location for Human Resources led and staffed by one employee. The FS suite also houses the Finance Department, led by the Finance Director and staffed by three employees, and the Purchasing Director. The Purchasing Director is shared with the public school's central office and overseen by the Finance Director, the school's Director of Business and Finance, and the FS.

Recent History

Newtown has been fortunate with the stability and capability of its First Selectmen and department heads. Historically, Newtown FS have had tenures of service of six or more years. And major departments have been served by leaders with tenures of up to 15 years. This continuity of service supports an environment of stability, knowledge, and experience, with common understandings about practice, and shared values.

Challenges and Concerns

1. The density and intensity of the First Selectman role continues to increase in scope and content. State and regional government and agencies regularly add new initiatives, modify existing regulations, policies, and laws. The FS must be knowledgeable about the actions these groups take and be able to respond accordingly in leading the local community.

2. The pressures of day-to-day leadership, being mired in operational decisions and actions, mitigates against the time the FS needs to be ready and able to respond to new ideas, plan, craft a vision of a municipal future, communicate pathways to that future state, and lead local government agencies and boards in alignment with that vision.

Other Considerations

The position itself has some attributes that make it an unattractive career choice for many:

- a) Difficult and challenging solitary leadership role; complexity of issues and personalities;
- b) Work hours often include evenings and weekends, overlapping with family time.

What structure for Newtown's municipal government best meets the demands of current conditions and meets the specific needs of the community; provides easing for the identified challenges and concerns?

Consider the Options

1. Continue with FS/Council Form of Government with No Change

Pro: Current government structure known and understood by those who work and live in the community.

Con: Current structure does not address the identified challenges and concerns.

2. Continue with FS/Council Form of Government with the Addition of a Town Administrator Position

Pro: Maintains structure as FS/Council; modification may be tailored to meet the specific needs of the community. Provides easing for the identified challenges and concerns.

Con: Requires funding. Realignment of supervisory hierarchy may not be welcome. Residents may resist reduced access to FS. Creates more bureaucracy.

3. Change the Structure of Local Government; Adopt a Town Manager System

Pro: A professional manager comes prepared and experienced in municipal issues.

Con: Less direct accountability to the general electorate; enhanced role of LC may not be welcome.

Research

Reference Towns

The Work Group decided that research should be its first task. This included identifying and interacting with communities 'similar' to Newtown that practice models of government under consideration. A December 2020 research report from The Office of Legislative Research entitled "Town Managers" had a list of Town Manager Towns and their Legislative Bodies (see Attachment 8). Drawn from personal knowledge and the list identified, the Chair contacted and scheduled each community to join work group meetings. It is worth noting that in all but one instance Town Managers, First Selectmen, Town Administrators and other government officials made themselves available.

Leaders from the following towns met with the Work Group. For other than Newtown and Monroe, the guests attended virtually. Town data was taken from the 2021 CT Data Collaborative, Town Profiles.

Newtown	Population: 27,822	First Selectman
	Municipal - \$39,385,657	Grand List per Cap - \$165,463
	Herb Rosenthal, Former FS	3/20/2023
	George Benson, Former Dept. Head	3/13/2023
	Fred Hurley, DPW Dept. Head	3/13/2023
	Amy Mangold, P&R Dept. Head	3/13/2023
	Bob Tait, Finance Director	4/03/2023

Clinton	Population: 12,944	Council – Town Manager Bd of Finance Since 2019
	Municipal - \$18,027,907	Grand List Per Cap - \$174,099
	Chris Ansikovich, Chair, Town Council	5/30/2023
	Karl Kilduff, Town Manager *	6/12/2023
Was a revolving door of FS Charter change for TM failed first time in 2018 TM: Contract – 3 years, Not required to live in town Used Executive search for TM No HR department or Town Planner TM - Most time: Union Contracts & Finance		

Fairfield	Population: 61,740 https://www.fairfieldct.org/	First Selectman – RTM Town Administrator
	Municipal - \$124,442,000	Grand List per Cap - \$258,395
	Brenda Kupchick, First Selectman	5/1/2023
	Tom Bremer, Chief Admin Officer	5/1/2023
	Jackie Bertolone, Chief of Staff	5/1/2023
500 Employees. HR staff of 5 CAO (TA) and CoS at will employees Recent Charter Revision to define CAO & CoS failed FS and CAO felt living in town is important for CAO position.		

Greenwich	Population: 62,587 https://www.greenwichct.gov/	First Selectman – RTM (230 members) Town Administrator Bd of Finance Since early 2000s
	Municipal - \$200,520,432	Grand List Per C – \$774,735
	Fred Camillo, First Selectman	4/17/2023
	Ben Branyan, Town Administrator	3/20/2023
TA is at will employee TA was School Admin – a plus CIO reports to TA HR technically reports to FS, but TA spends more HR time than FS Working on changing TA title to COO		

Manchester	Population: 57,805 https://www.manchesterct.gov/Home	Council - Town Manager Since 1952
	Municipal - \$65,327,000	Grand List Per C - \$98,895
	Jay Moran, Mayor,	5/1/2023
	Steve Stephano Town Manager	5/1/2023
Highest number of votes becomes Council Chair 500 employees. HR staff of 4 TM perceives it is important for the person in this role to live in town		

Monroe	Population: 19,546	(Weak) Mayor - Town Manager Bd of Finance Since 1990
	Municipal - \$26,663,460	Grand List Per C - \$163,109
	Karen Burnaska, Former FS	6/26/2023
Established “Super Department Heads”		

Simsbury	Population: 24,799 https://www.simsbury-ct.gov/	First Selectman – BOS Town Manager Since 2017
	Municipal - \$24,227,328	Grand List Per C - \$146,925
	Wendy Mackstutis, First Selectman	4/17/2023
TM under contract not renewable in election years		

South Windsor	Population: 25,898 https://www.southwindsor-ct.gov/	Mayor – Town Manager Since at least 1968
	Municipal - \$39,333,898	Grand List Per C - \$150,153
	Liz Pendleton, Mayor	5/30/2023
	Michael Maniscalco, Town Manager	6/12/2023
200 employees plus summer staff of 30 TM must live in town per charter Used Executive Search firm for TM Grand List & Financial Stability biggest time consumer of TM		

Wilton	Population: 18,463 https://www.wiltonct.org/	First Selectman – BOS Town Administrator Bd of Finance 2022
	Municipal - \$42,393,624	Grand List Per C - \$329,955
	Matt Knickerbocker, Town Administrator	3/06/2023
	Lynne Vanderslice, First Selectman	5/15/2023
TA does not live in town HR reports to TA		

Common Themes

There are many successful iterations/combinations of roles in local government. The best model for each community is the one that is most responsive to local needs and culture.

The human resources function in the municipal government structure should be transparent to all employees with roles carefully delineated and clarified.

An effective government model supports the executive's role in future orientation, strategic planning, vision, and modernization.

Municipal government is most effective when it can continually improve policy, protocol, and practices.

Critical attributes for success as a TA or TM include ability to communicate well, positive interpersonal relationships, experience in leadership roles, capacity for analytic and strategic thinking, and proven ability to collaborate as well as lead.

Observations of Performance Management Processes Practiced

During our conversations with the officials from different cities and towns, one inquiry we made was how the Town Managers and Town Administrators were evaluated. As in how often goals and performance were formally or informally discussed. What we heard was that Town Councils sometimes would evaluate once a year, and in some cases, it was not clear how often it was done at all. This is unfortunate, as performance management is a positive tool for both the person being evaluated as well as the group doing the evaluation. It is suggested that a regular performance plan be established for formal performance reviews at 6 and 12 months, with informal reviews being done at 3- and 9-month intervals.

Recommendation

The Town Administrator Work Group recommends that the Newtown First Selectman with the approval of the Board of Selectmen establish a position of Town Administrator to serve the immediate interests and needs of the community as determined by the First Selectman and Board of Selectmen. Further, the Work Group recommends that the FS and BOS commit to a subsequent examination of the merits of further structural change in town government including the creation of a town manager model.

The Work Group also highly suggests that a contract for a Town Administrator be off cycle from the First Selectman election and that the town would benefit by said person having a municipal background.

Note: This report and documents of the Work Group provide guidance related to attributes and considerations for success in Town Administrator/Town Manger positions.

Attachments

- Attachment 1: Common forms of municipal government as referenced in Executive Structure section of report.
- Attachment 2: Town of Wilton's slide deck re: TA from their 01.10.2021 meeting
- Attachment 3: Town of Wilton's slide deck re: TA from their 01.18.2022 meeting
- Attachment 4: Questions posed to First Selectmen and Town Administrators
- Attachment 5: Questions posed to Town Managers and Mayors
- Attachment 6: Greenwich Town Administrator and Chief Operating Officer Job Description
- Attachment 7: Fairfield Organizational Chart and Job Descriptions for Chief Administrator Officer and Chief of Staff
- Attachment 8: Office of Legislative Research Article "Town Managers"

ATTACHMENT 1

REFERENCE MADE TO TABLE BELOW IN EXECUTIVE STRUCTURE SECTION OF REPORT

Definition of CT Town Executive Structure Models

	First Selectman	First Selectman Town - Administrator	Council -Town Manager	Mayor – Town Manager
Variations	<ul style="list-style-type: none"> • First Selectman – Council • First Selectman – Town Meeting • First Selectman – Representative Town Meeting 	<ul style="list-style-type: none"> • First Selectman – Town Administrator • First Selectman – Chief Administrative Officer 	Council – Town Manager	<ul style="list-style-type: none"> • First Selectman – Town Manager • Mayor – Town Manager
Chief Executive	First Selectman	First Selectman	Town Manager	Mayor
Major CT towns using this form	110	5 in Fairfield County	33	29
Voters Elect	First Selectman and Council	First selectman and Council	Council	Mayor and Council
Voters participate directly in decision-making via	<ul style="list-style-type: none"> • Town Meeting • Referendum • RTM 	<ul style="list-style-type: none"> • Town Meeting • Referendum • RTM 	<ul style="list-style-type: none"> • Town Meeting • Referendum • RTM 	<ul style="list-style-type: none"> • Town Meeting • Referendum • RTM
Becoming Town Administrator/ Manager	N/A	Appointed by First Selectman <ul style="list-style-type: none"> • Contracted • At Will 	Appointed by Council <ul style="list-style-type: none"> • Contracted • At Will 	Appointed <ul style="list-style-type: none"> • Contracted • At Will
Head of Council determined by	Selected by Council	Selected by Council	<ul style="list-style-type: none"> • Selected by Council • Biggest vote getter among Council candidates 	Elected Mayor
Town Administrator/ Manager Reports to		First Selectman	Council President	Mayor
Town Administrator – Town Manager Roles/ Responsibility Determined by		Defined by First Selectman and BOS	Defined by <ul style="list-style-type: none"> • CT Statute • Charter • Contract approved by Council 	Defined by <ul style="list-style-type: none"> • CT Statute • Charter • Council For Manager

	First Selectman	First Selectman Town - Administrator	Council -Town Manager	Mayor – Town Manager
Town Ceremonial Representative	First Selectman	First Selectman	Council President	Mayor
For Newtown to adopt	Status Quo	Could be implemented by First Selectman and BOS	Would require Charter Amendment	Would require Charter Amendment

ATTACHMENT 2

TOWN OF WILTON'S SLIDE DECK RE: TA FROM THEIR 01.10.2021 MEETING

See next pages.

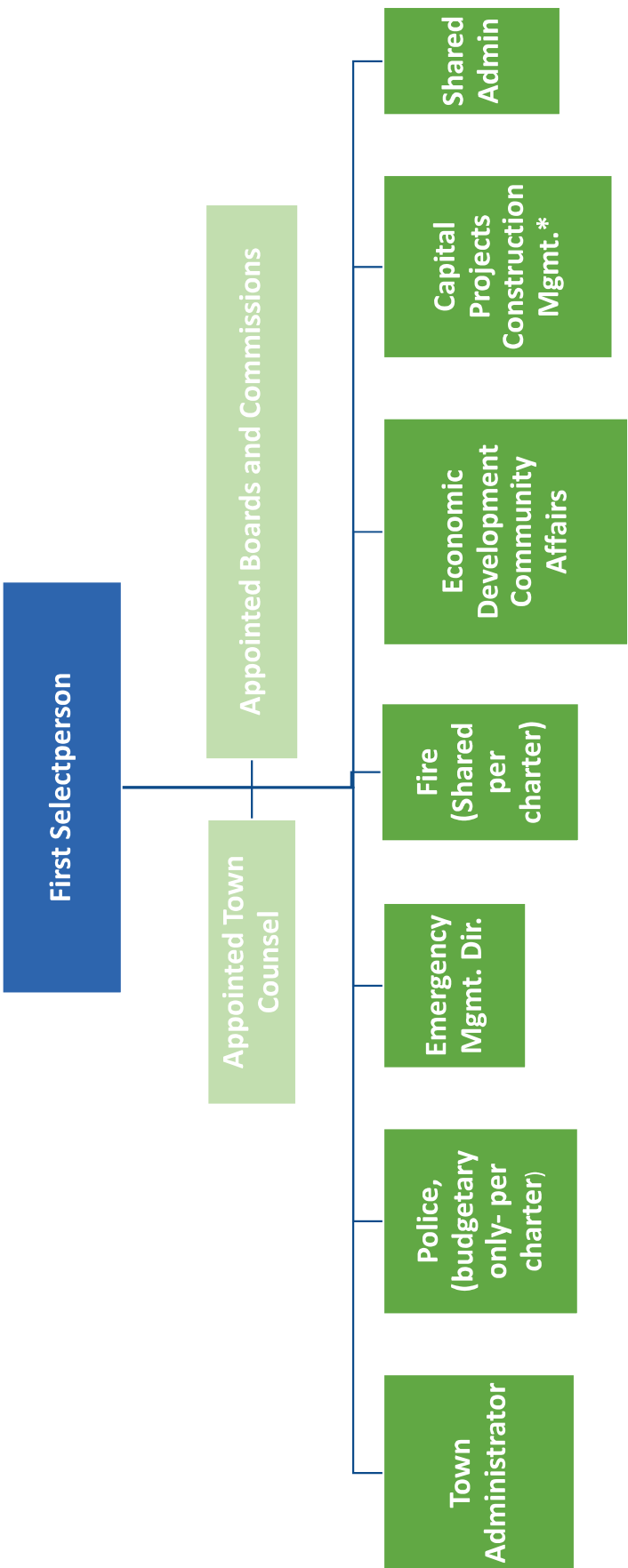
Board of Selectmen Meeting

January 10, 2021

Discussion of Town Administrator Position

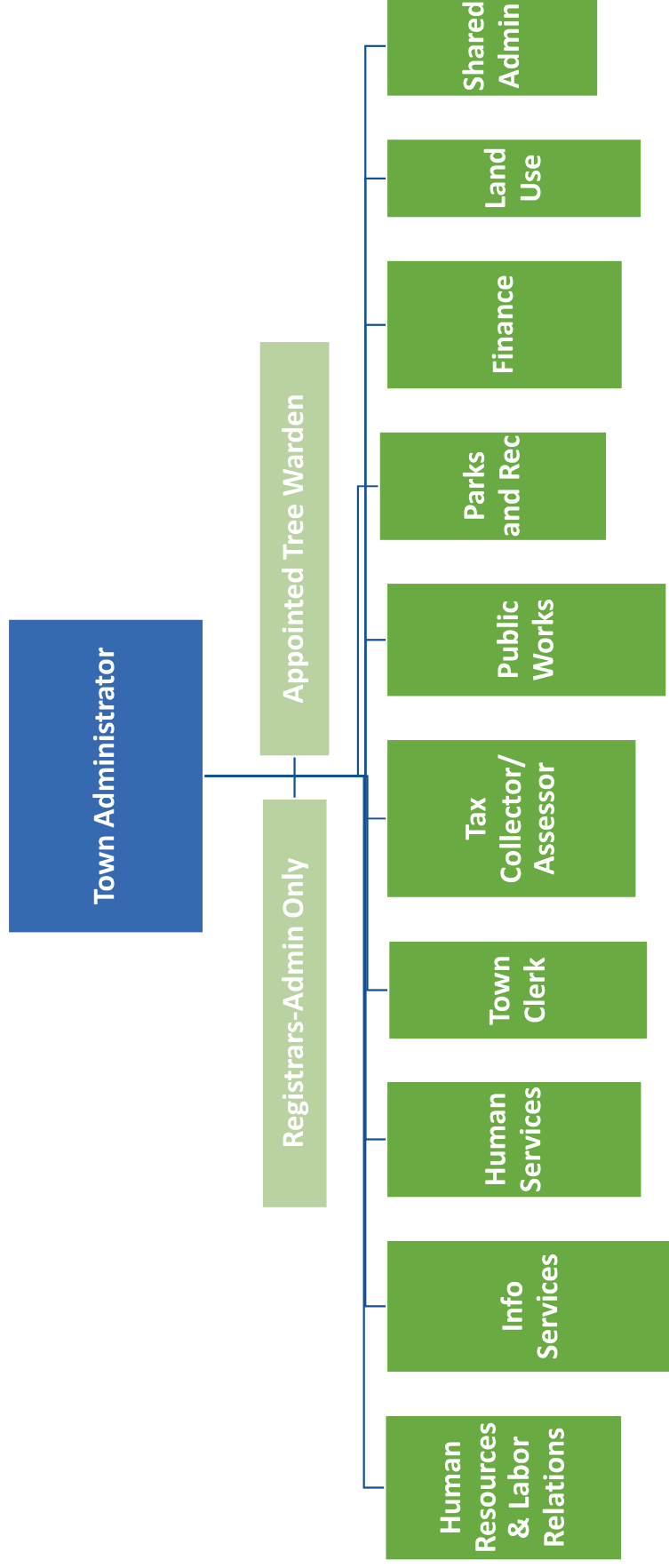
Discussion Topics

- **Town Administrator Position Description**
- **Town Administrator and First Selectwoman's Org Charts**
- **Examples of the Role of the Town Administrator versus the First Selectwoman**
- **Resident Questions found on the Internet. (no emailed questions)**
- **Next Steps**



First Selectwoman's Org Chart with a Town Administrator

*Transition to Town Administrator upon completion of current projects



Org Chart for a Town Administrator
* Capital Projects after transition period

Examples of Role of the Town Administrator versus First Selectwoman

	First Selectwoman	Town Administrator
Department Operations	<i>Set priorities</i>	<i>Oversee daily operations</i>
Budget Preparation	<i>Recommend and communicate guidance & priorities</i>	<i>Work with departments to develop a budget that meets guidance and priorities</i>
Economic Development	<i>Message and Market the Town & Investment Opportunities</i>	<i>Identify and implement Land Use department upgrades to facilitate business & resident investments</i>
New Town Amenities	<i>Work with Board(s) to Identify Projects and Priorities</i>	<i>Identify and apply for grants to fund Oversee grant management once awarded</i>

Resident Questions-found on the Internet

- **Can the First Selectwoman's WestCOG, MPO and WCEDD roles be delegated to Selectmen?** *No. The municipal CEO is the member of WestCOG and MPO. The Vice Chair (and Chair) of the WCEDD are WestCOG members.*
- **What is the role of the other Selectmen?** *As a board, the members' responsibilities include*
 - *Appoint required town officials, department heads, board, commission and committee members.*
 - *Approve compensation of town officials and department heads.*
 - *Approve and recommend annual BOS operating expense and operating capital budgets and revenue budgets to the BOF and bonded capital projects to the Annual Town Meeting.*
 - *Approve contracts, collective bargaining agreements and grant applications and awards.*
 - *Amend, repeal or adopt ordinances, as allowed in the Charter, or recommend proposals for ordinance amendment, repeal or adoption to a Town Meeting.*
 - *Approve sale of assets, as allowed in the Charter, or recommend the sale of assets to a town meeting.*
 - *Responsible for actions to implement the Town's Plan of Conservation and Development (POCD), as detailed in the POCD.**An individual member may:*
 - *Serve as the First Selectwoman's representative to BOS appointed boards and commissions or organizations that receive funding from the Town.*
 - *Recommend projects or ideas for the Board to consider or pursue.*

Resident Questions-found on the Internet

- **What is in it for Wilton residents?** *Residents benefit from a professionally run town, continuity of government, the increased ability of the first selectperson to engage in legislative proposals, state and regional initiatives and the expansion of the candidate pool for first selectperson.*
- **What are the responsibilities of the position?** *See position description.*
- **Can the town administrator be easily changed?** *The termination and subsequent hiring of a new town administrator requires approval of the board of selectmen.*
- **How are the responsibilities standardized?** *Required approval of the BOS to delegate responsibilities, position description and the approval of the BOS for hiring and termination.*
- **What does it mean for political parties and the unaffiliated?** *No intended impact. Though may make it easier to attract candidates for first selectperson.*
- **What does is mean in terms of quality of first selectperson?** *It allows the Town to be managed professionally regardless of the quality of the first selectperson and allows for continuity within town departments and services regardless of the change or quality of the first selectperson.*

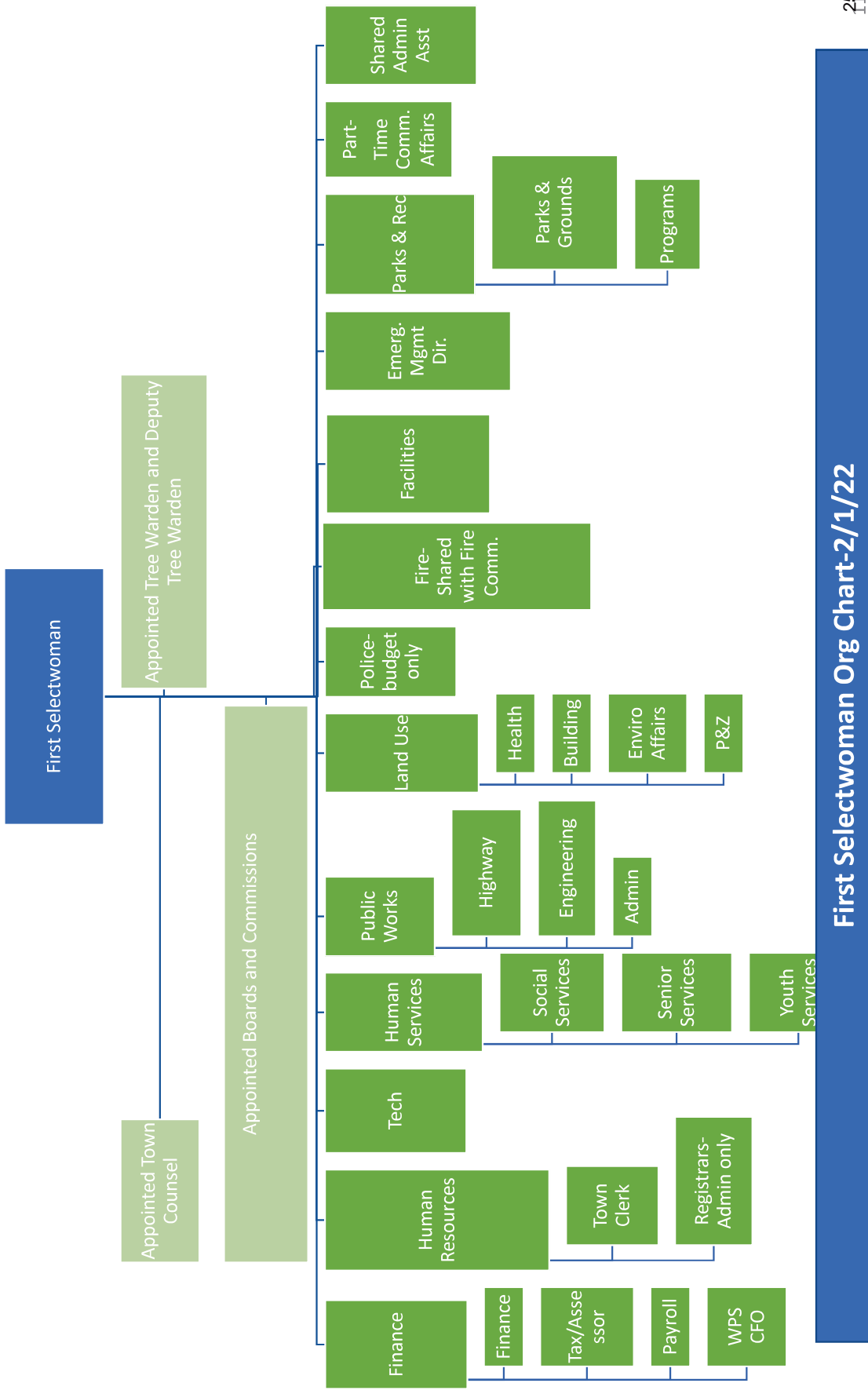
Resident Questions found on the Internet

- ***Is it good or bad that the first selectperson would no longer need to be nuanced in all aspects of running the Town?*** *There is no guarantee that an elected first selectperson will be nuanced in all aspects of running the Town. A town administrator reduces/eliminates the risks associated with electing a first selectperson who is not.*
- ***How is the salary going to be adjusted for current and future first selectperson?*** *The current first selectwoman has recommended the salary be decreased in recognition of the reduction in time required of a first selectperson.*
- ***Will the Selectmen now focus more on regional issues? If so, good, bad or necessary?*** *The first selectwoman will focus more on regional issues and bring the results of that focus to the entire board. There are proven benefits to certain regionalized services.*
- ***With a Hartford push towards regionalization is this position inevitable?*** *The rationale for the position is that town government has become more complex and requires greater knowledge, skills and time commitment. Regionalization is only one contributing factor.*
- ***Why now? Feels rushed?*** *This isn't rushed. The topic has been discussed off and on for years. More recently, the topic re-emerged in earnest in 2019 and since. Over the last several months the BOS discussed budgeting a resource to address increasing demands. The departure of the current CFO caused the first selectwoman to recommend, and the BOS to agree, to move up the date for such a resource.*

Next Steps

- **Post Position**
 - *Town website*
 - *Government websites*
- **BOS Members Interview Candidate(s)**
 - *Possible addition of Town Counsel or firm member*
- **Estimated Timeline**
 - *A month to select a successful candidate, make offer, accepted offer and required background checks and physical*
 - *Approximately 4 weeks notice to employer*

Reference Materials



First Selectperson's Duties and Responsibilities

§ C-19-General powers.

- **A.** The First Selectman shall have the powers, duties and responsibilities **conferred** upon the office of First Selectman by this Charter and, except to the extent otherwise provided by this **Charter**, all powers, duties and responsibilities conferred upon that office by other **law** and all **powers necessary** or incidental to the **discharge of the duties and responsibilities** of that office.
- **B.** The First Selectman shall, when present, **preside over** all meetings of the **Board of Selectmen**, shall be a **full voting** and participating **member** of the Board of Selectmen and shall have the power to vote to **break a tie vote** of the Board of Selectmen.
- **C.** Except as provided by ordinance or other law, the First Selectman shall be an **ex officio member of all Boards and Committees of the Town**, and of all **organizations to which the Town provides financial support** unless otherwise provided by the Town Meeting, but **without the power to vote**. The First Selectman may appoint, in writing, one or more electors of the Town to be the First Selectman's representative on any such Board, Committee and organization. The First Selectman shall be given reasonable advance notice of all meetings of all such Boards, Committees and organizations.
- **D.** Except as otherwise provided by ordinance or other law, the First Selectman or a person designated by the First Selectman may **hire, fix the compensation of and discharge any employee of the Town, unless such employee is a department head of the Town or an Official**. Such **department heads and Officials** shall be **hired, compensated and discharged with the approval of the Board of Selectmen**. These powers shall not extend to employees of the Board of Education or to Officials who are members of such Board

First Selectperson's Duties and Responsibilities

§ C-20-General duties and responsibilities.

- **A.** The First Selectman shall be responsible for **coordinating the activities and future planning of the offices, Boards and Committees of the Town.**
- **B.** The First Selectman shall see that all laws, ordinances, resolutions and policies governing the Town are faithfully **executed.**
- **C.** The First Selectman shall have prepared **financial and other reports** for such periods as may be required by the Board of Selectmen.
- **D.** The First Selectman shall conduct a **continuous review**, under the **general policy direction of the Board of Selectmen**, of the **financial needs and budget requirements** of the Town. The First Selectman may request and shall be entitled to receive at any time a statement of the current and projected financial position and needs of any office or Board of the Town.
- **E.** On or prior to a date determined by the First Selectman, each officer, Board and Committee of the Town (except the Board of Education), and each agency to which the Town gives financial support, shall provide to the First Selectmen a statement of the estimated expenditures and desired appropriation for the ensuing fiscal year for each department or agency and shall **prepare and submit a proposed budget** to the Board of Selectmen.
- **F.** The First Selectman shall exercise such **other powers and perform such other duties** as may be required of the First Selectman by ordinance or **resolution of the Board of Selectmen or of the Town Meeting** not inconsistent with this Charter.



TOWN OF WILTON

Position Description

January 2022

POSITION TITLE:	Town Administrator
DEPARTMENT:	Town Administrator
REPORTS TO:	First Selectperson
SUPERVISION EXERCISED:	Staff of administrative departments under the supervision of the First Selectperson

SUMMARY: The Town Administrator is appointed by the Board of Selectmen and serves as a professional manager. Under the direction of the First Selectperson, the Town Administrator is responsible for administrative functions relative to the daily operation of departments under the supervision of the First Selectperson, including Finance, Human Resources, Information Services, Land Use, Assessment, Tax, Town Clerk, Human Services, Public Works and Parks and Recreation. Administrative areas of responsibility include budget development, performance measurement and evaluation, grant administration, program review, insurance administration, risk management, and purchasing. The Town Administrator assists the First Selectperson and the Board of Selectmen as an advisor and informational resource. The Town Administrator carries out Board of Selectmen policies and special projects assigned by the First Selectperson.

ESSENTIAL FUNCTIONS:

- Work with the First Selectperson, the Board of Selectmen and town department heads to ensure town services are delivered at the level residents expect at the lowest possible cost;
- Work with the First Selectperson, the Board of Selectmen, town department heads and appointed boards and commissions to achieve the goals of the Plan of Conservation and Development;
- Work with the First Selectperson to develop and recommend annual operating and operating capital budgets to the Board of Selectmen;
- Attend and participate in all Board of Selectmen meetings;
- Prepare and make presentations to the Board of Selectmen and other boards, as required;
- Monitor progress against approved budgets and identify opportunities for expense savings or revenue enhancement;
- Daily supervision of the administrative departments under the authority of the first selectperson;

- Hire, manage, train and coach staff;
- Serve as acting department head during a department head vacancy;
- Recommend negotiated collective bargaining agreements;
- Recommend and oversee capital project improvements;
- Modernize town government through technology;
- Identify opportunities for shared services and/or cost savings with the Wilton Public Schools and other municipalities;
- Perform special projects as requested by the First Selectperson;
- Monitor legislative proposals for impact on municipalities;
- Make recommendations for legislative, ordinance or town fee changes; and
- Participate in municipal associations, such as the CT Council of Small Towns and the CT Conference of Municipalities.

REQUIRED KNOWLEDGE, ABILITIES, AND SKILLS:

- Demonstrated knowledge of financial administration, grant administration, contract administration, land use administration, personnel administration, human services administration, public works administration, parks and recreation administration, pension administration, information services management, risk management, budgeting, financial reporting, capital planning, procurement and debt issuance;
- Demonstrated comprehensive knowledge of the functions of municipal government and the interactions of local, state and federal government;
- Demonstrated knowledge of Connecticut and Federal laws, as they relate to municipalities;
- Demonstrated knowledge of information systems;
- Demonstrated superior analytical, interpersonal and oral and written communication skills;
- Experience managing or supervising multiple municipal administrative functions and departments;
- Experience with negotiating municipal collective bargaining agreements;
- Experience identifying and securing grants;
- Experience developing budgets, long-term capital and financial plans;
- Experience in the management of capital projects;
- Ability to work with minimal supervision and employ critical and judicial discretion as required;
- Ability to represent the First Selectperson at meetings of boards and commissions and public agencies;
- Ability to establish and maintain effective and cooperative working relationships with town department heads, town employees, elected officials, appointed board and commission members, Town Counsel, Board of Education members and employees, other Connecticut municipal town administrators and managers and the general public;
- Ability to assist the First Selectperson in identifying and prioritizing Town needs and participate in the development and implementation of long-range plans, goals, objectives and policies; and
- Ability to identify problems and apply creative and innovative solutions.

MINIMUM JOB REQUIREMENTS:

- Bachelor's degree in Public Administration, Political Science, Business Administration or similar. Advanced degree preferred;
- Minimum of fifteen (15) years of experience in government or related;
- Minimum of ten (10) years of supervisory experience in municipal government, five (5) of which include simultaneous supervision of multiple departments; and
- Strong knowledge of Excel and other Microsoft products and experience with enterprise systems.

SPECIAL CONDITIONS:

- This position can't be held by an elected official;
- Based on mutual agreement, this position is subject to an employment agreement;
- Successful passage of a pre-employment physical, including tests for drugs, may be required as a condition of employment with the Town of Wilton; and
- The employee shall not constitute a threat to his/her own health or safety or that of others in the workplace.

Note: The qualifications set forth above are the optimal ones for this position. The Town of Wilton reserves the right to select any applicant who we, in our sole discretion, feel can most suitably perform the functions notwithstanding the absence of the optimal qualifications.

ATTACHMENT 3

TOWN OF WILTON'S SLIDE DECK RE: TA FROM THEIR 01.18.2022 MEETING

See next pages.

Board of Selectmen Meeting

January 18, 2022

Discussion of Town Administrator Position

Discussion Review

- ***During BOS meetings, we have discussed:***
 - The need for the Town Administrator position.
 - Town Administrator or similar positions in other communities.
 - A Town Administrator position description.
- ***During the 1/11/22 BOF meeting, we discussed the position:***
 - Generally, the members expressed support.
- ***Good Morning Wilton published four articles before or after the above meetings and the Wilton Bulletin published at least one.***

Discussion Review

- ***Few residents have engaged on the topic:***

- One resident attended our meeting, expressed support and inquired about requiring 4 out of 5 votes to appoint a candidate. *Town Counsel indicated the BOS can't bind future boards of selectmen to that requirement.*
- Another resident attended our meeting and asked questions. Open unanswered question: *Will the first selectperson's compensation be reduced?*
- Another resident attended our meeting and expressed support, but thought it was rushed and expressed concern as to whether it would change residents engagement with town employees. *It won't.*
- Another resident posted on Facebook wondering if other BOS members could assume WestCOG related positions. *They can't.*
- Another resident posted on a GMW article questioning whether small towns can afford and retain quality personnel. *Weston's current administrator has been in the position for 5 years and the previous town administrator was in the position for more than 10 years. It appears possible. Although Weston pays a lower salary, they offer the extremely generous state retirement plan.*
- Another resident wrote to the BOF 1-expressed opposition to posting the position without determining how much the current first selectwoman's compensation would be cut, 2-noted Ridgefield manages without a Town Administrator and suggested Wilton should explore how that is possible and 3-suggested the position should be subject to a town meeting vote.

- **Next Steps**

- Discussion of Compensation

The CFO, whether Town only or Town and WPS
has historically had the highest salary among town employees

	Salary	Defined Benefit Pension	Additional Annuity Contribution	Defined Contribution	Car allowance	Medical
As FY2016						
WPS CFO	\$ 157,373	\$28,600** subject to COL incr.	\$ 11,500	n/a	\$ 2,900	yes
Town CFO	\$ 140,000	no	\$ -	9%, \$12,600	\$ -	yes
As of Promotion-9/17						
Combined CFO	\$177,040*	no	no	9%, \$15,934	no	yes
As of FY2023						
Had Anne stayed as Combined CFO	\$ 201,400	no	no	9%, \$18,126	no	yes
As of FY2023						
New Hire	TDB*	no	no	5%	no	yes
*Because the combined position is a Town of Wilton employee, Anne was not eligible for an additional annuity or a car allowance as those benefits are not provided to employees. Anne CFO spent 60% to 65% of her time on town business and 35% to 40% on school business.						
**Actual based on approx. 14 years of service, with spousal benefit.						

Fairfield County Town Administrator and First Selectperson Compensation

	Darien	Greenwich	Weston	Wilton Proposed	Ridgefield	New Canaan	Westport
TOWN ADMINISTRATOR-estimated FY2022-23							
Salary	\$191,000*	\$217,000*	\$159,000*	\$185,000 - \$205,000			
Retirement			State Pension 2% of salary for ea yr of employment. Retire at 55, transferable	5% Def'd Comp			
*FY2022 plus 2.5% for FY23							
FIRST SELECTPERSONS-FY2021-22							
Salary	\$ 142,500	\$ 149,953	\$ 52,000	\$ 142,999	\$157,424**	\$ 155,000	\$ 150,000
Retirement	yes. Details not known	yes. Details not known		no	9% def'd contribution, \$13,100	6% Defined Contribution, \$9,300	5% Defined Contribution , \$7,500
Full time Admin Officer	yes	yes	yes	no	no	yes	yes
***Includes \$12,000 longevity bonus							
CT Governor's Salary:	\$ 150,000						
Legislators' Salary:	\$ 28,000						

Compensation Recommendations

- ***Proposed salary range for Town Administrator:***
 - \$185,000 to \$205,000.
 - 5% Defined Contribution Plan
 - See CCM Salary Survey data as of FY2021-22 for Chief Appointed Officers, as reported by municipalities.
- ***Thoughts on First Selectperson compensation:***
 - Across all layers of government, elected officials are not compensated based on scope of responsibilities, required time commitment or experience, knowledge or skills.
 - Wilton has consistently had residents wanting to run for the position of first selectman. In 2015, four residents sought the Republican nomination.
 - The lack of retirement benefits, not the salary, has been raised as a concern for interested candidates. Note, the town's defined contribution plan has a 5-year vesting period.
 - The Town Administrator position ensures the Town is run professionally regardless of the capabilities of the elected First Selectperson and reduces the responsibilities and time commitment of the first selectperson position.
 - Upon the hiring of a Town Administrator, the first selectperson's compensation should be reduced to reflect the reduced responsibilities and time commitment. Even if the first selectperson's focus changes, the responsibilities and day-to-day commitment will have been reduced.
 - *Current salary: \$142,999*
 - *Health benefits: Required if a 30 hour or more position. Cost: \$12,300 for one person (current), \$26,282 for two, \$32,064 for a family. Plus other medical and insurance related benefits.*

CCM SURVEY FY2021-22-First Selectperson Salary

Survey Reports :: CT Municipal Salary Survey. WestCOG Communities				
Municipality	Mill Rate	Population	Land Area	FY21-22 First Selectman
Greenwich	11.682	62855	47.9	\$ 149,953
Ridgefield	28.12	25187	34.4	\$ 145,424
Darien	16.47	21887	12.9	\$ 142,500
Redding	32.84	9233	31.5	\$ 126,417
Guilford	32.03	22283	47.2	\$ 116,435
Brookfield	29.14	17133	19.8	\$ 115,287
Newtown	34.77	27965	57.8	\$ 110,852
Waterford	27.98	19007	32.8	\$ 110,837
Southbury	29.10	19571	39.1	\$ 110,710
Suffield	28.72	15698	42.2	\$ 109,519
Branford	29.07	28111	22	\$ 105,788
Bethel	33.41	19802	16.8	\$ 105,000
Windsor Locks	25.83	12554	9	\$ 101,868
Ellington	32.60	16195	34.1	\$ 96,226
Essex	21.65	6588	10.4	\$ 95,000
Somers	27.37	11106	28.3	\$ 93,280
Durham	35.89	7240	23.6	\$ 92,921
Monroe	35.58	19635	26.1	\$ 90,998
Old Saybrook	19.75	10132	15	\$ 90,974
Portland	33.81	9360	23.4	\$ 90,736
Burlington	33.00	9640	29.8	\$ 89,137
East Windsor	34.25	11395	26.3	\$ 88,740
East Haddam	30.44	9036	54.3	\$ 87,750
East Granby	32.80	5166	17.5	\$ 84,000
Washington	14.25	3453	38.2	\$ 83,161
Killingworth	27.47	6401	35.3	\$ 79,010
Chester	28.79	4254	16	\$ 77,307
Westbrook	24.67	6956	15.7	\$ 76,891
Goshen	19.60	2888	43.7	\$ 75,361
Harwinton	28.00	5452	30.8	\$ 72,158
Sharon	14.40	2718	58.7	\$ 71,815
Barkhamsted	30.97	3651	36.2	\$ 69,989
Stafford	34.93	11949	58	\$ 69,796
Bozrah	27.50	2563	20	\$ 60,944
Morris	26.54	2277	17.2	\$ 56,238
Pomfret	26.40	4167	40.3	\$ 53,567
North Stonington	29.00	5270	54.3	\$ 50,000
Eastford	25.61	1756	28.9	\$ 45,000
Sprague	34.75	2914	13.2	\$ 40,804
Hampton	25.82	1844	25	\$ 37,359
Canterbury	26.40	5075	39.9	\$ 33,000
Union	30.93	839	28.7	\$ 22,624
Bolton	39.00	4916	14.4	\$ 15,980

CCM SURVEY FY2021-22-Chief Appointed Official Salary

2021-22 Survey Reports :: CT Municipal Salary Survey. Chief Appointed Official						
Municipality	Mill Rate	Population	Land Area	Government Type	FY21 -22	
Greenwich	11.682	62855	47.9	Representative town meeting	\$	211,837
Darien	16.47	21887	12.9	Representative town meeting	\$	186,639
Farmington	27.97	25572	28.1	Council-Manager	\$	182,881
Enfield	34.23	44585	33.4	Council-Manager	\$	180,300
Groton (T)	24.17	39075	31.3	Council-Manager	\$	180,224
Cheshire	33.22	29330	32.9	Council-Manager	\$	171,775
Norwich	40.28	39470	28.3	Council-Manager	\$	166,832
Granby	39.61	11357	40.7	Council-Manager	\$	162,500
Meriden	40.86	59927	23.7	Council-Manager	\$	162,400
Plainville	34.62	17705	9.7	Council-Manager	\$	161,921
Coventry	32.20	12439	37.7	Council-Manager	\$	159,285
Windsor	32.38	28898	29.6	Council-Manager	\$	153,031
Cromwell	30.33	13956	12.4	Council-Manager	\$	153,000
Killingly	24.96	17172	48.5	Council-Manager	\$	153,000
Newington	39.45	30404	13.2	Council-Manager	\$	147,000
East Hampton	33.14	12901	35.6	Council-Manager	\$	144,200
Tolland	36.05	14722	39.7	Council-Manager	\$	140,250
Hebron	37.05	9507	36.9	Selectman-Town Meeting	\$	140,022
Putnam	22.06	9357	20.3	Selectman-Town Meeting	\$	135,500
Stratford	39.87	52345	17.6	Mayor-Council	\$	131,211
New Haven	42.98	131014	18.9	Mayor-Council	\$	125,000
Winchester	33.54	10739	32.3	Council-Manager	\$	120,000
Bolton	39.00	4916	14.4	Selectman-Town Meeting	\$	113,000
New London	39.90	27072	5.5	Mayor-Council	\$	99,329
New Britain	50.5	72710	13.3	Mayor-Council	\$	78,269
Derby	41.87	12581	5	Mayor-Council	\$	78,221
North Stonington	29.00	5270	54.3	Selectman-Town Meeting	\$	78,000
Danbury	27.60	85246	42.1	Mayor-Council	\$	48,179

ATTACHMENT 4

QUESTIONS POSED TO FIRST SELECTMEN AND TOWN ADMINISTRATORS

TOWNS: Fairfield, Greenwich and Wilton

Questions for First Selectman:

1. Is the First Selectman restricted from holding another job?
2. What is the term for FS? How many FS have been in place during the past 10 years?
3. Does the Town Administrator have line responsibilities, or is it a staff position?
4. Is there a term for Town Administrator? How many administrators have served in the past 10 years?
5. What are the major steps in developing the town budget/CIP and when/how are the First Selectman and Town Administrator involved in the process?
6. What are the roles and responsibilities of First Selectman and Town Administrator in contract negotiations for unions as well as for products and services?
7. How is the administrator's role perceived in practice by elected officials? By department heads and line staff?
8. How is the work of the administrator evaluated/supervised?
9. What processes exist to address concerns with the administrator's work performance?
10. How are administrator work expectations/outcomes developed and assessed? Are annual goals developed? How and by whom?
11. How are administrator salary and benefits determined?
12. Do you consider your Town Administrator your Chief Human Resources Officer? (Not Fairfield)
13. If you were recruiting today for the role, what would be the most important experience factors you would be looking for in a candidate?
14. Is there anything that you feel doesn't work quite as well as you would like with the Town Administrator role?
15. How long has the community governance model been Selectman/Administrator?
16. What governance was in place prior to the current model?
17. What were the primary drivers in making the change to Selectman/Administrator?
18. What critical issues were raised by community members when considering the change to administrator model?
19. What are the major benefits of a First Selectman/Town Administrator model?
20. What challenges/obstacles are found in your experience with this governance model?

21. Are you planning to continue with this governance model or adapt to a different structure? Elaborate.

Questions for Town Administrator:

1. Are your lines of authority and responsibility clearly defined?
2. How are you supervised/evaluated?
3. What process is used to determine your work priorities? Job description?
4. Do town personnel understand your role? (Elected, appointed, and employees)
5. Do you have supervisory authority/responsibility over staff?
6. What challenges exist with the selectman/administrator model?
7. What critical personal/professional attributes are needed for success in this administrator role?

ATTACHMENT 5

QUESTIONS POSED TO TOWN MANAGERS AND MAYORS

TOWNS: Clinton, Manchester, Monroe, Simsbury and South Windsor

Questions for Mayor:

1. How long has the current TM served the community? How many TMs served ten years prior to the current office holder?
2. From your point of view, what is the primary role of the Town Manager?
3. In a broad overview, what percentages of the Town Manager's position are spent on different administrative responsibilities?
4. Who determines Manager salary and benefits?
5. Do you see partisan politics creeping into the everyday activities of the Town Manager?
6. What key words describe the relationship between the Council and the Town Manger?
7. How are Manager work expectations/outcomes developed and assessed? Are annual goals developed? How and by whom?
8. What processes exist to address concerns with Manager's work performance?
9. How long has the community governance model been Council/Manager?
10. What governance model was in place prior to Council/Manager?
11. Did the community make the change to Council/Manager in one step or was it phased in over time?
12. What do you perceive as the primary benefits of the Manager governance model?
13. What challenges/obstacles are found in your experience with the Manager governance model?
14. What cautions or advice would you share with a community considering the change to a Manger form of governance?
15. When filling the position of Town Manager, how much weight is given to a candidate's experience with Human Resources?
16. If you had a choice, would you remain with this governance model or adapt to a different structure? Elaborate.

Questions for Town Manager:

1. How long have you been in the Town Manger role?
2. What personal and professional attributes are critical for success in this role?
3. What key words describe the relationship between you and the Council? Board of Finance?
4. Do you have sufficient and unfettered authority to perform the Manager role?
5. Is there clarity in lines of authority and responsibility?

6. How is your work as Manager evaluated/supervised?
7. Do processes exist to address concerns you may have regarding how you are supervised or evaluated?
8. Do you supervise and evaluate line staff such as department heads, union members, at-will employees? Elaborate.
9. Do you collaborate with any elected official(s) regarding the day-to-day management of the community? Is that an expectation?
10. How do you maintain communication with Council? Board of Finance?
11. How are your work expectations/outcomes developed and assessed? Are annual goals developed? How and by whom?
12. Who determines your salary and benefits?

ATTACHMENT 6

**GREENWICH TOWN ADMINISTRATOR AND CHIEF OPERATING OFFICER
JOB DESCRIPTION**

See next page.

TITLE: TOWN ADMINISTRATOR and CHIEF OPERATING OFFICER

Department:	First Selectman's Office	Job Code: 1006
Division:	Administration	Date Created: June 2021
Bargaining Status:	Unrepresented	
Grade:	MC 11	
FLSA Status:	Exempt	

Reports to: The First Selectman

Job Purpose:

Under the direction of the First Selectman the Town Administrator and Chief Operating Officer is responsible for the administration, coordination and planning of the general government functions of the Town. This includes all administrative functions relative to the daily operation of the Departments under the supervision of the First Selectman. He/She will evaluate and make recommendations regarding departmental operations, organization, budget and administration. The Town Administrator and Chief Operating Officer will recommend adoption of such measures, as he/she may deem necessary or expedient to facilitate and improve general government administration.

Duties and Responsibilities:

Serves as advisor and chief administrative officer assisting the First Selectman and the Board of Selectmen in managing the affairs of the Town.

Represents the First Selectman and the Board of Selectmen in the day to day operation and administration of all town departments and offices.

Assists the First Selectman with the development, submission and administration of the overall Town Budget, the review of each department's annual budget and comprehensive Operations Plan and the Capital Improvement Program.

Represents the First Selectman in the review and oversight of collective bargaining negotiations and their relative costs, confidential personnel issues, financial management and any other field of public administration commensurate with his or her knowledge and experience.

Assists the First Selectman in identifying and prioritizing Town needs and participates in the development and implementation of long-range plans, goals, objectives and policies.

Provides liaison between the First Selectman and the various departments, boards, committees, task forces and community organizations as assigned.

Analyzes, interprets and reviews issues, policies, departmental operations and budgets, making recommendations and preparing statistical and narrative reports as directed.

Oversees and administers special studies or projects and such other duties as may be prescribed by the Town Charter, or required of him or her by the First Selectman.

Stays apprised of and monitors legislation pending in the legislature that may effect municipal operations and finances; secures policy direction from the Board of Selectmen and communicates same to congressional staff or lobbyists.

Required Competencies/Characteristics:

The successful candidate will be a strong, successful administrator with experience managing and problem solving in a dynamic, political, government environment. A strategic thinker with excellent communication and interpersonal skills necessary for dealing with an active citizenry, elected officials and professional colleagues in a frank and service oriented manner. A team leader with the ability to motivate others towards accomplishing future goals is desirable.

Education and Experience:

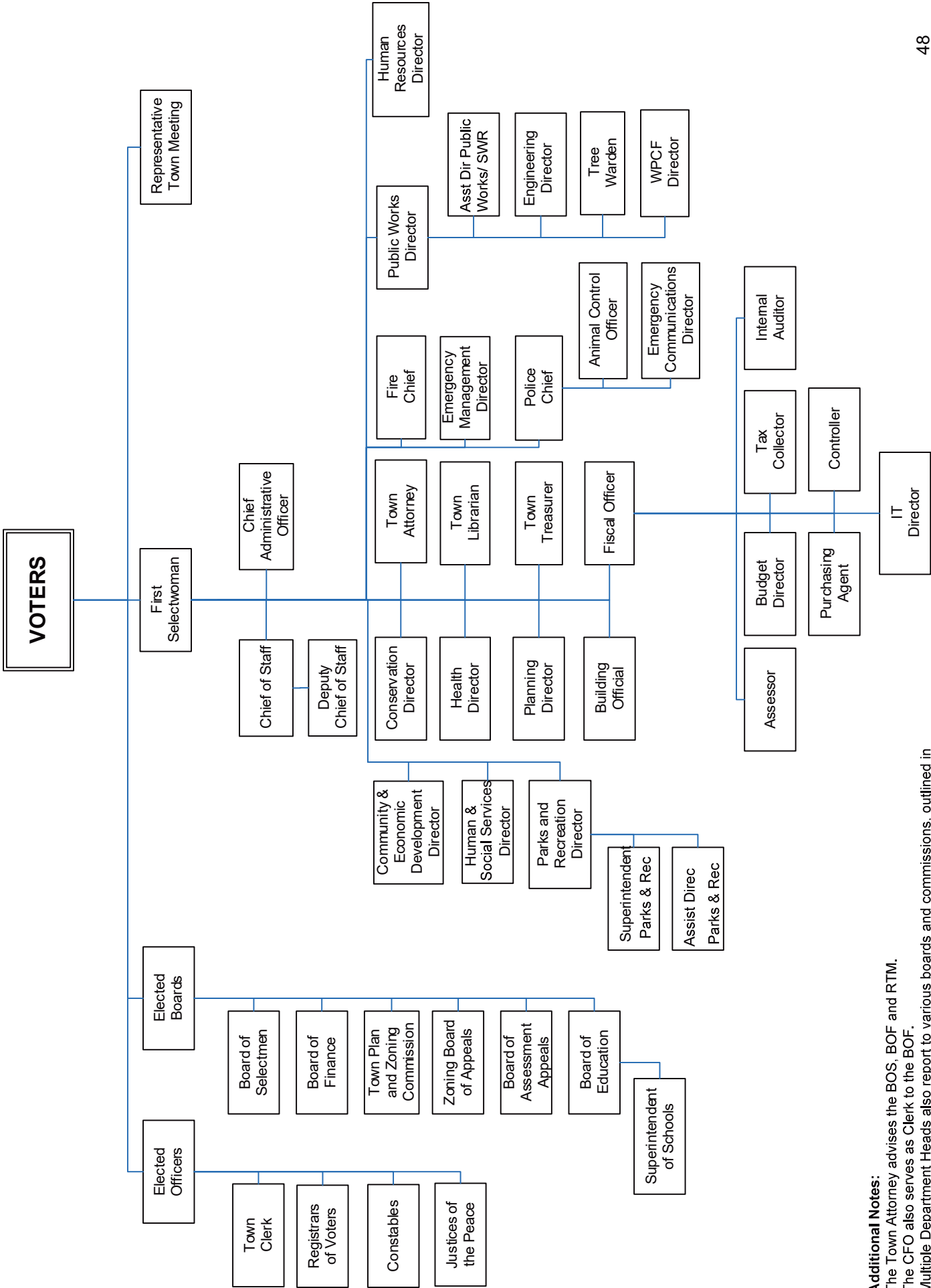
Bachelor's degree from an accredited college or university in public administration or a closely related field with 10 years of professional managerial experience, preferably in a municipal setting with authority for program direction, budgetary administration and supervision of professional staff. Master's degree in public or business administration preferred.

Experience working with multiple boards, elected bodies, and ICMA-CM are also preferred but not required.

ATTACHMENT 7

FAIRFIELD ORGANIZATIONAL CHART AND JOB DESCRIPTIONS FOR CHIEF ADMINISTRATOR OFFICER AND CHIEF OF STAFF

See next pages.



Additional Notes:
The Town Attorney advises the BOS, BOF and RTM.
The CFO also serves as Clerk to the BOF.
Multiple Department Heads also report to various boards and commissions, outlined in the Town Charter.

TOWN OF FAIRFIELD

Job Description

Job Title: Chief Administrative Officer
Department: First Selectwoman
Reports To: First Selectwoman

GENERAL RESPONSIBILITIES

Under the direction of the First Selectwoman, the Chief Administrative Officer supports the Operations of the Town. The position includes advising the First Selectwoman on the activities and operations of operational Town departments and coordination of special projects and interdepartmental initiatives. The Chief Administrative Officer performs a variety of management duties involving budgeting, efficiency control, and long-range planning. The Chief Administrative Officer provides professional advice to the First Selectwoman, Town Boards and Commissions, and a variety of officials, departments, and committees concerning the development, implementation and administration of the related to the operations of the Town.

ESSENTIAL DUTIES AND RESPONSIBILITIES

The duties and responsibilities of this position include, but are not limited to, the following functions:

- Advises the First Selectwoman on issues of municipal operations and organization;
- Directs, administers, and coordinates the activities of Town departments in support of policies, goals, and objectives established by the First Selectwoman and Chief of Staff;
- Develops and installs procedures and controls to promote communication and adequate information flow;
- Facilitates problem solving at all levels in the organization;
- Works with department heads and senior management to ensure effective coordination and cooperation among departments;
- Evaluates the results of overall operations regularly and systematically and reports these results to the executive leadership team;
- Maintain a constant awareness of new trends and developments in the municipal leadership field;
- Responds to inquiries and provides Boards and Commission members with information on the status of Town operations and projects;
- Assists the First Selectwoman with strategic and long-range planning for the Town;
- Coordinates the continuous review of interdepartmental processes for quality control and improvement;
- May attend meetings on behalf of the First Selectwoman; and
- Works with the Chief of Staff responding to inquiries from the public regarding issues unresolved at the departmental level.

KNOWLEDGE/SKILLS/ABILITIES

- Knowledge of municipal government organization, ordinances, policies and procedures relating to the municipal operations;

- Knowledge of advanced administrative principals and methods, including goal setting, program development and implementation;
- Knowledge of Town Charter and Code provisions, ordinances and policies applicable to areas of responsibility;
- Knowledge of principles and practices of public administration, including budgeting, contracting, reporting, and maintenance of public records;
- Knowledge of research methods and analysis techniques;
- Knowledge of and constituent service standards, policies, procedures and etiquette;
- Knowledge of principles and practices of effective management and supervision.
- Ability to define complex Town issues, perform difficult and complex analyses and research, evaluate alternatives and develop sound conclusions and recommendations;
- Ability in decision making and problem solving;
- Ability to evaluate work processes and recommend and implement improvements;
- Ability to prepare clear, concise and comprehensive correspondence, reports, studies and other written materials;
- Ability to exercise sound, expert independent judgment and seasoned political acumen within general policy guidelines;
- Ability to maintain sensitive and confidential information;
- Ability to establish and maintain highly effective working relationships with elected officials, all levels of Town management, other governmental officials, business and community leaders, community agencies, employees, the public and others encountered in the course of work;
- Excellent computer skills; and
- Excellent verbal and written communications skills.

QUALIFICATIONS

Bachelor's degree

Minimum of ten years of executive management experience, including government experience;

Master's degree in public administration, public policy, or other appropriate field is strongly preferred.

December 2019

TOWN OF FAIRFIELD

Job Description

Job Title: Chief of Staff
Department: First Selectwoman
Reports To: First Selectwoman

GENERAL RESPONSIBILITIES

The purpose of this position is to provide managerial support to the First Selectwoman in administering the affairs of the Town. The Chief of Staff provides coordination and guidance for senior level staff and advice and recommendations to the First Selectwoman on various internal and external issues and affairs, including organizational effectiveness and development of policies/procedures and other functions as assigned by the First Selectwoman. The Chief of Staff provides professional advice to the First Selectwoman and a variety of officials, departments, boards and committees concerning the development, implementation and administration of the policies, goals, regulations, and statutory requirements related to the administration of the Town.

ESSENTIAL DUTIES AND RESPONSIBILITIES

- Plans, manages and directs the day-to-day operations and activities of the First Selectwoman's office;
- Cultivate positive relationships with businesses, non-profits, and constituents; participate in meetings on behalf of First Selectwoman;
- Provides analysis as needed to assist the First Selectwoman to make informed policy decisions;
- Leads monthly department head meetings;
- Serves on Emergency Management Team and two subcommittees including the Planning Team and the Public Information Office
- Manages all communications to press on behalf of the First Selectwoman;
- Assists the First Selectwoman with strategic and long-range planning for the Town;
- Participates in planning efforts at the local and regional level with MetroCOG and other regional authorities;
- Keeps the First Selectwoman apprised of developments at the state and federal level that impact the Town;
- Works closely with the Town Attorney to ensure proper procedures and compliance;
- Represents the First Selectwoman and the Town at various meetings, functions, and events;
- Serves as a liaison to various civic and governmental organizations and committees, taskforces, boards, and commissions;
- Confers regularly with officials from other municipalities, chambers of commerce, authorities, and commissions;
- Facilitates problem solving at all levels in the organization;
- Responds to inquiries from the public regarding issues unresolved at the departmental level;
- Performs related duties and special projects as assigned by the First Selectwoman;

KNOWLEDGE/SKILLS/ABILITIES

- Knowledge of municipal government organization, ordinances, policies and procedures relating to the administration of an elected official's office;
- Knowledge of Town Charter and Code provisions, ordinances and policies applicable to areas of responsibility;
- Knowledge of principles and practices of effective business communications;
- Knowledge of and constituent service standards, policies, procedures and etiquette;
- Knowledge of principles and practices of effective management and supervision.
- Ability to Plan and direct the operations and activities of the First Selectwoman's office, including the application of sound, expert knowledge, research and analysis of Town wide issues;
- Ability to evaluate work processes and recommend and implement improvements;
- Ability to present proposals and recommendations clearly, logically and persuasively in public meetings;
- Ability to prepare clear, concise and comprehensive correspondence, reports, studies and other written materials;
- Ability to exercise sound, expert independent judgment and seasoned political acumen within general policy guidelines;
- Ability to maintain sensitive and confidential information;
- Ability to exercise tact and diplomacy in dealing with highly sensitive, complex and confidential issues and situations with broad effects on Town policies and issues;
- Ability to establish and maintain highly effective working relationships with elected officials, all levels of Town management, other governmental officials, business and community leaders, community agencies, employees, the public and others encountered in the course of work; and
- Excellent verbal and written communications skills.

QUALIFICATIONS

Bachelor's degree

Minimum of five years government experience preferred.

ATTACHMENT 8

OFFICE OF LEGISLATIVE REARCH ARTICLE ENTITLED
"TOWN MANAGERS" DATED DECEMBER 22, 2020

See next pages.

Town Managers

By: Jessica Schaeffer-Helmecki, Associate Legislative Attorney

December 22, 2020 | 2020-R-0332

Issue

What is a town manager and under what statutory authority may a municipality appoint one? Which Connecticut municipalities have a town manager?

Summary

A town manager is a municipality's chief executive officer (CEO). In most municipal forms of government, the CEO (e.g., the mayor or first selectman) is elected. But town managers are hired by the municipality's legislative body (generally a town council or board of selectmen). The council-manager form of government is thought to professionalize the CEO position — most towns pay their managers a salary and require he or she have a Master of Public Administration — and minimize the role of partisan politics in the administration of the local government.

The responsibilities of a town manager, sometimes called a city manager or general manager, vary by town and the manner in which the role was created (i.e., by charter or by vote, as explained below). But generally, the town manager executes the legislative entity's policies, prepares a budget and presents it to the board of finance, and oversees the day-to-day management of town business. The town manager usually has the authority to appoint and remove department heads, as well.

According to the [International City/County Management Association](#) (ICMA), the council-manager form is the most popular structure of government in the United States among municipalities with populations of 2,500 or more. Of Connecticut's 169 towns, 33 have a town manager.

Authority to Appoint a Town Manager as CEO

Municipalities are authorized to establish a town manager as CEO under two statutes: (1) [CGS § 7-193](#) (for towns with a home rule charter) and (2) [CGS § 7-98](#) (for towns with a board of finance). Although all Connecticut municipalities that have a town manager also have a town charter, some were granted the authority to establish this form through special acts of the Connecticut General Assembly prior to the Home Rule Act (Edward C. Sember, *An Introduction to Connecticut State and Local Government*, 95 (2003)). OLR Report [2005-R-0199](#) provides additional information on charter adoption and the Home Rule Act.

By Charter

Under [CGS § 7-193](#), any municipality that adopts a home rule charter, or amends its existing one, must have a CEO. This law also specifies the allowable types of charter-established CEOs, and a town manager is among them (the others are first selectman, elected mayor, and chief administrative officer appointed by the mayor or board of selectmen). Most recently, Clinton (2018), Simsbury (2018), and Cromwell (2013) amended their charters to adopt this form of CEO.

In addition to a CEO, the law allows one of four types of legislative bodies: (1) board of selectmen, town council, or board of directors (or aldermen or burgesses, which generally apply to consolidated towns and cities and boroughs, respectively ([CGS § 1-1\(m\)](#)); (2) town meeting; (3) representative town meeting (RTM); or (4) a combination of RTM or town meeting and one of the other allowable forms. Towns that have a town manager may also have a ceremonial mayor who is also the presiding officer of the legislative body (unlike elected mayors, these mayors do not take on the role of CEO).

Under this law, the town manager has all the statutorily defined powers and duties of the CEO, as well as those prescribed by the town's charter. In a number of towns, charter provisions establish the procedures to appoint or terminate the manager. For example, some require a super-majority of the

Legislative Bodies in Charter Towns

Although municipalities with home rule charters may amend them to modify certain attributes of their legislative bodies, those bodies are generally as follows:

- **Boards of Selectmen and Town Councils** are composed of elected members who serve as the municipality's primary legislative body and vote on local policy matters. In towns that also have a town meeting or RTM, certain matters, like the budget, are often approved by those bodies instead.
- **Town Meetings** are properly noticed public meetings to decide on local matters. All eligible voters (generally town residents over the age of 18 and nonresidents who own a certain amount of property in town), may directly vote on municipal issues, such as the budget, at a town meeting.
- **Representative Town Meetings** are a hybrid of a town meeting and town council; members are elected citizens, generally by district, who vote in town meetings and represent the voters at-large.

council to terminate a manager and require a hearing on the termination if the manager requests one.

By Vote at a Town Meeting

[CGS §§ 7-98](#) et seq., establishes the procedure by which municipalities with a board of finance may establish a town manager as CEO. The municipality must first hold a properly noticed vote at an annual or special town meeting on whether to do so ([CGS § 7-100](#)). If approved, the board of selectmen selects a candidate from a list the board of finance submits to it.

Most of the board of selectmen's powers and duties are then conferred to the town manager, who may hold office for three years or until a successor is appointed ([CGS § 7-99](#)). Municipalities that appoint a town manager under this law may revert to their former town management by a vote at an annual or special town meeting ([CGS § 7-100](#)).

Towns with a Town Manager

As Table 1 shows below, 33 Connecticut municipalities have town managers as their CEOs. Town managers are most common in mid-sized municipalities; the populations of town manager towns range from approximately 9,500 (Hebron) to 63,000 (West Hartford). Most larger municipalities (15 of the 20 largest) have elected mayors as their CEOs and all 20 of those with the smallest populations have first selectmen (Department of Public Health, [2019 Annual Town and County Population for Connecticut](#) and [2019 Connecticut State Register and Manual](#)).

With respect to town manager towns' legislative bodies:

- 29 have a town council, also called a city council or a board of directors (10 additionally have a town meeting and one has a representative town meeting)
- 4 have a board of selectmen (two additionally have a town meeting)

Table 1: Town Manager Towns and Their Legislative Bodies and Estimated Populations

Municipality	Charter	Legislative Body	Population
Avon	Yes	town council	18,276
Berlin	Yes	town council	20,436
Bloomfield	Yes	town council, town meeting	21,211
Cheshire	Yes	town council	28,937
Clinton	Yes	town council, town meeting	12,925
Coventry	Yes	town council, town meeting	12,407
Cromwell	Yes	town council	13,839
East Hampton	Yes	town council, town meeting	12,800
Enfield	Yes	town council	43,659
Farmington	Yes	town council, town meeting	25,497
Glastonbury	Yes	town council	34,482
Granby	Yes	board of selectmen	11,507
Groton	Yes	town council, representative town meeting	38,436
Hebron	Yes	board of selectmen, town meeting	9,504
Killingly	Yes	town council, town meeting	17,336
Manchester	Yes	town council (called a board of directors)	57,584
Mansfield	Yes	town council, town meeting	25,487
Meriden	Yes	town council (called a city council)	59,395
Newington	Yes	town council	30,014
North Branford	Yes	town council	14,146
Norwich	Yes	town council (called a city council)	38,768
Plainville	Yes	town council	17,534
Rocky Hill	Yes	town council	20,115
Simsbury	Yes	board of selectmen	25,395
South Windsor	Yes	town council	26,162
Southington	Yes	town council	43,834
Tolland	Yes	town council	14,618
Watertown	Yes	town council, town meeting	21,578
West Hartford	Yes	town council	62,965
Wethersfield	Yes	town council	26,008
Winchester	Yes	board of selectmen, town meeting	10,604
Windham	Yes	town council, town meeting	24,561
Windsor	Yes	town council, town meeting	28,733

Sources: [2019 Connecticut State Register and Manual](#) and Department of Public Health, [2019 Annual Town and County Population for Connecticut](#)