



JAMES PRICHARD  
CHAIRMAN

HEATHER STAVENS  
VICE CHAIRMAN

# TOWN OF ELLINGTON

## Ad Hoc Government Study Committee

55 MAIN STREET – PO BOX 187  
ELLINGTON, CONNECTICUT 06029-0187

DENNIS CLAVET  
SANFORD COHEN  
MICHAEL FRANCIS  
MARY PERCOSKI  
JOHN RIDZON

Ad Hoc Government Study Committee  
Special Meeting Minutes  
July 14, 2020  
Town Hall Meeting Hall

MEMBERS PRESENT: James Prichard, Sanford Cohen, John Ridzon, Heather Stavens

MEMBERS ABSENT: Dennis Clavet, Michael Francis and Mary Percoski

OTHERS PRESENT: Lori Spielman, First Selectman; Melinda Ferry, Selectman; Joseph Wehr and Peg Busse, Board of Finance; Tom Palshaw, Present via Zoom; David Stavens, Selectman; David Olender

### I. Call to Order

Chairman James Prichard called the meeting to order at 6:00 p.m.

### II. Citizens' Forum [non-agenda items]

Mr. Tom Palshaw (120 Pinney Street) served on the most recent Charter Revision Commission; all of the documentation which was reviewed is now archived at the Hall Memorial Library dating back to the original Town Charter in 1973. He advised the Committee that it would be beneficial to them to review at this time. Mr. Cohen asked if the information was digitalized or paper. Mr. Palshaw stated it is a paper copy. Mr. Prichard asked the Recording Secretary to look into getting that information for the Committee.

### III. Approval of Minutes – June 30, 2020

MOVED (COHEN), SECONDED (RIDZON) AND PASSED UNANIMOUSLY TO APPROVE THE MINUTES OF THE JUNE 30, 2020 SPECIAL MEETING.

### IV. Welcome Guest Speaker

Chairman Prichard welcomed guest speaker Mr. Michael Purcaro. Mr. Purcaro thanked the Committee for the opportunity to speak and answer any questions. Mr. Purcaro introduced himself as a current Ellington resident of 15 Quarter Horse Drive and the current Chairman on the Ellington Board of Education. He began his professional career as a licensed Physical Therapist working in the Trauma

Unit at Yale. He worked at the State of Connecticut Health Department for approximately 12 years serving in various capacities including the positions of Contracts and Grants Chief and Chief Spokesperson. He also served as the Chief Administrative and Finance Officer for the Connecticut Department of Public Health. Mr. Purcaro's experience also includes service on a Federal level working with Homeland Security, FEMA and the U.S. Department of Health and Human Services, where he lead a small group from the Connecticut Federal Disaster Medical Response Team; his most recent deployment was to assist with Hurricane Ike. Currently, Mr. Purcaro works for the Town of Vernon and is the Director of Business and Finance for the Vernon Public School System; he holds a certificate as a Certified School Business Official. Over the past few years, he has become the Town Administrator in Vernon. Concurrently, he continues to also volunteer regularly for the Vernon Fire Department and just celebrated his 15<sup>th</sup> year as the Emergency and Risk Management Director for the Town of Vernon. Mr. Purcaro provided three handouts: his Core Beliefs and Values, a job description of his current position in Vernon and his reflective writing piece "Creating Sustainable Communities: The Essential Partnership of Government and Education", which he brings forth in his position on the Board of Education in Ellington; he also stated that the Board of Education is responsible for more than 50 percent of tax payers' dollars. Therefore, there needs to be a good working relationship between the town and the Board of Education stating for example the most recent zero percent increase in taxes this year. He also commented that being a Town Administrator is a wonderful and rewarding experience and as an Ellington resident he is in full support of bringing the type of coherence and consistency in management to the community where he chose to raise his family. He sees the value of it and supports it and would be glad to provide any additional information the Committee needs.

Mr. Prichard asked Mr. Purcaro if he is in charge of handling all department heads, versus the Mayor. Mr. Purcaro responded yes, and stated that he advocates for this community to have the type of consistency and have "the best of both worlds" which in his opinion would mean having a Chief Elected official, a Board of Selectmen and a Board of Finance. That is a direct representation of the public, which has elected those officials to be there and reflect the values and politics of the community; essentially, they help set the vision and the strategic plan for this community. Mr. Purcaro stated that The Town Administrator helps make that vision a reality and operationalizes it; he and the Mayor are a team. Things that are happening on a day to day basis are shared with the Mayor if it rises to the level of the Mayor or the Town Council requiring action, that's where the Town Administrator can be beneficial with their experience, expertise, guidance and advice. Mr. Purcaro stated that secondly, there is a standard of expectation that a consistent leader and manager will bring to the community, which he finds the most valuable parts of having a Town Administrator. All Department Heads report directly to him and those expectations are set and won't change from elected official to elected official. The community will be able to count on that.

Mr. Prichard asked Mr. Purcaro if the Mayor deals more with the public than the Town Administrator. Mr. Purcaro stated that another one of his core beliefs is community engagement. He provides open office hours for the public twice a month and he enjoys taking the calls and responding to people's issues. He makes it a point to go out and meet with community members, business owners and developers and feels an effective Town Administrator or Manager cannot be effective if they do not know, appreciate and value the public that they are serving as well.

Ms. Ferry stated that it seems like he does everything and asked Mr. Purcaro to help make it clear to her what the Mayor's duties are. Mr. Purcaro said that it is a team effort and he works very closely with the

Mayor. The Mayor is the Chief Elected Official and has the ultimate say as far as hiring and setting the budget. The Town Administrator handles most of the day to day operations, including making recommendations of new hires and any disciplinary actions or budgetary impacts. The Mayor brings those items to The Town Council for action. In a Town Manager style, they would do that directly without going through the Mayor or Chief Elected Official first.

Mr. Cohen thanked Mr. Purcaro for volunteering his time on the Board of Education. He stated that with a position like his there is always an opportunity for things to occur in a manner they shouldn't such as account balances being mismanaged. Mr. Cohen is a firm believer in checks and balances and asked Mr. Purcaro, since he deals with this on a day to day basis, if there is anything he would suggest the Town put into the potential job description of a Town Administrator that would assist in creating a proper checks and balances system. Mr. Purcaro stated that based on his background and his point of view and with his background in finance his performance is based upon how his community is going to perform financially, and ultimately that means deciding how the budget will be balanced. In his day to day operations there are many internal controls with checks and balances. Mr. Cohen asked if there are memos or how this is implemented. Mr. Purcaro stated that the Town Administrator or Manager is responsible for establishing those sustainable operational systems and processes, which is the consistency and coherence that is necessary in all operations, including financial. Mr. Cohen asked if Mr. Purcaro created these policies and procedures or if they were already in place for him. Mr. Purcaro stated that some were in place and some he brought in from his previous experience; one example of something he has implemented is that the Department Heads have "P Cards" or Purchasing cards. He requires any staff members that use purchasing cards have the Department Heads sign off on them and then he himself signs off on them, so that he knows exactly what is being purchased. Mr. Cohen asked if there is a guideline for these or if this is something he just developed and Mr. Purcaro stated that he looks at what the best practices are, what other communities are doing and turns to his professional associations; he then tailors them to what will fit best in the Town of Vernon and implements them based on that. He stated that this form of transparency is critical. He suggests this Committee should make these requirements very clear when presenting this position. The ideal person in this position should be bringing forward suggested changes to the policies and procedures that are currently in place. Mr. Cohen asked if he has picked up this information from school or from the various positions he has held. Mr. Purcaro said that both of these sets of experience have been beneficial. He state that he has a Master's Degree in Management, but is old school in believing that degrees in education are important but that common sense and real world experiences are the most important things. Mr. Cohen asked if there is a book of policies and procedures. Mr. Purcaro stated that he is also on the Board of Governors for the Lutz Children's Museum and also is the Treasurer there, having recently put together a large binder of financial policies and procedures for them.

Mr. Prichard asked Mr. Purcaro if the Town of Vernon has a Board of Finance or if the Town Council handles all finances. Mr. Purcaro said they have a Town Council which is charged with the financial oversight and the budget process all goes through the Town Council. They do what the Board of Finance does in Ellington, deciding on what will go forward for public voting. He also stated that they do have a Chief Financial Officer who also serves as the Treasurer. Mr. Purcaro stated they work hand in hand very closely and meet daily.

Mr. Prichard asked if the Mayor position in Vernon is a part-time position, how many hours they work and what the salary is. Mr. Purcaro stated that the position is roughly \$26,000 annually and it really

depends on the Mayor. He started working for Mayor Marmer and she had a very different management/leadership style than Mayor Apel or Mayor Champagne. He said that one style is not better than another, just different. For example Mayor Champagne is very engaged and likes to be involved in a lot of the decision making; he and the Mayor speak frequently and Mayor Champagne works far more hours than would normally be considered part-time, which is certainly not commensurate with the level of compensation he receives. Mr. Cohen asked Mr. Purcaro to confirm his understanding that it doesn't matter who is elected as Mayor, he will always remain in the position of Town Administrator. Mr. Purcaro stated that he is currently on a 3-year contract and works at the discretion of the Mayor. If a new Mayor were to be elected there is a possibility that could change but hopes that his performance should speak for itself and he would continue in his position. The hope is that there is a commitment to the sustainability of the operations regardless of the political party. Mr. Cohen asked Mr. Purcaro to confirm that his Town Administrator position is a three year contract and the Mayor is on a two-year contract, with the Town Council having staggered terms.

Peg Busse (37 Abbott Road) asked Mr. Purcaro what he would consider to be the biggest value of the Mayor's position. Mr. Purcaro answered that community engagement comes first; the Mayor as a Chief Elected Official should focus on the platform that they based their campaign on. In his personal opinion, that is why he likes the Town Administrator model; it offers the best of both worlds, having someone who is elected by the people, representing the majority of the people with the Town Administrator handling those day to day operations to the high level of expectation that the tax payers expect. Ms. Busse then asked Mr. Purcaro if he would say the Mayor would have more power than the members of the Town Council. Mr. Purcaro answered by saying that the Mayor and the Town Council both have a significant amount of shared power, due to them being elected through the political process. For example, in Vernon the Mayor has the authority to do certain things, but also has to bring things to the Town Council to meet certain thresholds. Having a lot of checks and balances in the process, not just one person having ultimate authority.

Joseph Wehr (155 Windermere Ave, #3102) asked Mr. Purcaro who makes the decisions relative to his compensation and raises, the Town Council or the Mayor questioning if it is a predetermined contract and Mr. Purcaro stated that it is a predetermined contract and the Mayor brings it to the Council where it is voted on. Mr. Wehr asked if this was an annual vote; Mr. Purcaro stated that his compensation is tied to all non-union members of the Town; he gets whatever non-union employees get in addition to specifics listed in his contract, such as travel and mileage reimbursements. Mr. Wehr also asked if Mr. Purcaro was the one to negotiate all other town employee contracts and setting their wages. Mr. Purcaro stated that he does negotiations but that the Town Council and the Mayor ratify it. They then come up with a proposal which gets brought to the Union and then to the Mayor and Town Council for ratification. Mr. Wehr stated that he agreed with Mr. Cohen's comment in regards to the Ellington Board of Education doing a great job and wished to add that when schools closed, the bus contracts in place needed to be renegotiated; he commended Mr. Purcaro and the Board of Education for acquiring the best discount in the State of Connecticut, which Mr. Purcaro confirmed was 76%. Mr. Purcaro appreciated his comment and stated it was a team effort.

Mr. Cohen asked Mr. Purcaro to confirm his understanding that Vernon still has a Board of Education, but no Board of Finance. Mr. Purcaro answered that in Vernon, the Board of Education has a Finance Sub-Committee which presents recommendations to the Board of Education. Ms. Busse asked Mr.

Purcaro if the Town of Ellington's Board of Education is the same, having a Finance Committee that makes recommendations as well.

Thomas Palshaw (120 Pinney Street) addressed Mr. Prichard and Mr. Purcaro about additional information on the job description handout. He stated that right now Ellington has a Board of Selectmen, First Selectman and a Chief Executive Officer, and when the Town wants to enter into a contract, grant or sign some legal documents, the Board of Selectmen authorizes the First Selectman to sign the legal documentation. He questions if that would remain the same if a Town Administrator was implemented in addition to the First Selectman, or if both the Town Administrator and the First Selectman would be allowed to sign these types of legal documents through the Board of Selectmen. Mr. Purcaro stated that his authority to sign is delegated by the Mayor or the Council. He also stated that once the Council ratifies it, the motion will say "And allows Town Administrator, Michael Purcaro to execute..."; making it so that he cannot sign a contract without the authority of the Council to do so. Mr. Purcaro recommended that Ellington keep that approval process if they were to go ahead with a position such as his. Mr. Cohen asked Mr. Purcaro to clarify that he only needs the Town Council's approval to sign something, not both the Mayor AND the Town Council; it was shared that the Mayor brings this to the Town Council for approval. Mr. Palshaw suggested to Mr. Prichard that that type of process be included in the job description when and if it is created.

Ms. Busse asked Mr. Purcaro to explain why he feels it would add more value to recommend that Ellington retain their present structure in regard to having a Board of Selectmen, First Selectman and Board of Finance. She questioned whether that adds additional value. Mr. Purcaro feels having a Town Council or Board of Selectmen is more beneficial because there is a larger group of elected people making decisions for the people. He stated that the whole point of having a Town Administrator or Manager would be to bring some efficiency to the Town's policies and processes and cannot say as to what would be best regarding the Board of Finance, stating it would be presumptuous of him to say to eliminate them. Mr. Prichard thanked Mr. Purcaro for his time and for coming to speak to the Committee.

#### V. Unfinished Business

Mr. Prichard asked if the Committee had the surrounding towns' BOS and First Selectman length of terms in the packet provided. Ms. Spielman stated that the information was still being collected and was not available yet.

Mr. Prichard asked Ms. Spielman if she had a job description for the committee to review; Ms. Spielman said not yet, but she provided the job descriptions of surrounding towns' First Selectman and Mayor job descriptions from Connecticut Conference of Municipalities for review [ATTACHED]. The Committee took some time to review the descriptions.

Mr. Cohen asked if there were any other town designations for another town that may have the same population as Ellington, possibly having a large industrial base or a school or a state facility, like Storrs. Mr. Wehr stated that when he served on the Charter Revision Commission in 2007, the Town Manager from Mansfield came to speak to them regarding this issue and he stated that they worked this out and came together. Mr. Cohen said things must be done differently and the Committee should look into how another town may have a similar situation.

Discussion was held regarding the comparison and definition of a Town Administrator and a Town Manager, as well as the form of Government changes. They referenced the document from June 3, 1993; Ad Hoc Committee on Best Form of Government for Ellington Summary Report to the Board of Selectmen. Mr. Prichard asked if the Board could make a visual organizational chart of the different scenarios and which would be best option for the town. Ms. Spielman asked Mr. Purcaro, what a Town Manager would be contracted for compared to a Town Administrator. Mr. Purcaro stated it varies by town; however, the Town Manager would typically still have a contract and report directly to the elected body, without having to go through the First Selectperson or a Mayor. Mr. Prichard stated they don't have the same relationship with the people, as they aren't elected by the people.

Mr. Cohen stated it is his understanding that the reason why this committee was formed was to lighten up the duties of the First Selectman and possibly make it a part-time position so that people would be more likely to seek the office. Ms. Spielman stated that no matter who is chosen, her vision is that there will be someone here who is consistent and non-political. Mr. Prichard agreed and stated Vernon had three different Mayors over a six year period of time. Mr. Purcaro added that he feels the value of an Administrator or Manager goes well beyond that and if done correctly a good measure of performance, their salary should more than pay for itself in operational efficiencies, savings, and better systems and processes put in place for the community. Mr. Cohen suggested that one thing be changed at a time and adjust from there. He added that he likes that everyone is entitled to their opinion and it makes democracy work and it keeps everyone involved. For the time being, he suggests the most reasonable course of action should be to keep things as they currently are, add a Town Administrator and make adjustments if necessary from there.

Discussion was held regarding the review of the June 3, 1993 Ad Hoc Committee on Best Form of Government for Ellington Summary Report to the Board of Selectmen, specifically the Pros and Cons of a Town Administrator versus a Town Manager. Mr. Prichard stated that in 1993 the Committee recommended a Town Administrator. Mr. Prichard asked Ms. Busse if she had researched just a Town Manager or both. She stated that she started by asking what the objectives trying to be met were and what role would work best to accomplish those things. She stated that she landed on a Town Manager and Town Council, being that she found it more efficient for a town of this size, versus a Town Administrator with a Board of Selectman and Board of Finance. She focused on what the objective would be and the position itself, not necessarily who would be filling it. Her concern was she couldn't build an argument for paying an intermediary real salary to do a job in addition to the elected official.

Discussion continued regarding adding the position of Town Administrator or Manager and if is necessary to make changes to the Charter. Mr. Stavens said that two Charter Revision Commission's ago they wasted 12 months deciding whether it should be an Administrator or Manager and then when it went to referendum, it wasn't a good enough description. He feels that the committee needs to choose the best fit for the Town and present it, and that if you ask for a Town Manager, residents will shut it down. Mr. Prichard would like the committee to decide on one specific position to put forward, not either or.

Ms. Stavens commented that if the decision to go with a Town Manager was made, there would be no Board of Finance; however if they were to choose a Town Administrator, the Town would still have a First Selectman, Board of Selectmen and the Board of Finance. Ms. Stavens agreed with Mr. Cohen's

comments regarding taking baby steps and implementing one change at a time. Ms. Busse commented that as a member of the Board of Finance, she feels that they really overstep their bounds and do more than the Charter states they need to. Currently they do not negotiate anything, they don't look at the quality of anything or if they got their money's worth; they look more at if the dollars and cents are balanced. Ms. Stavens asked Ms. Spielman if she does competitive bidding. Ms. Busse commented and said she isn't saying that the Town doesn't do these things, just the Board of Finance doesn't do that. Mr. Prichard stated that the Board of Selectmen reviews it first. Ms. Busse asked Mr. Prichard when he can recall the last time he and the Board of Selectmen had something kicked back from the Board of Finance seeing something differently. Mr. Prichard stated one being the Fire Truck, another being the hiring of an Administrator for the Fire Department and there were quite a few more over the years. Ms. Busse stated that after searching the Charter in depth for the true responsibilities are for the Board of Finance and it is hard to pinpoint what they are. Mr. Wehr asked Mr. Purcaro if he or someone in the Finance department review bids that individual departments have requested. Mr. Purcaro answered by saying their Departments do not go out on their own and request bids. All bidding is posted in several places and centralized with a consistent bid package to everyone with all bids coming in directly to his office. Ms. Spielman stated as it is right now Ellington has all bids go through our finance department.

Mr. Prichard asked Mr. Cohen what his opinion going forward was. Mr. Cohen stated that he would suggest adding a Town Administrator position and leave everything else as is. Mr. Ridzon agreed. Mr. Prichard then asked Mr. Wehr his opinion and he stated that he came in convinced that the only solution was a Town Manager, but he isn't opposed to a Town Administrator. Mr. Cohen mentioned his main concern was not to make too many changes, as currently everything seems to be working well, but things are getting bigger and more complicated so a professional in the Administrative position would be a good idea. Our current form of government seems to be the best as far as residents have the most say of what happens in town. Adding this position would take some of the load off of the First Selectman and changing one thing at a time. He feels if we concentrate too much power in one individual, the opportunity for corruption can exist. Mr. Prichard asked Ms. Busse for her thoughts and stated that whichever decision the Committee decides would be best, the details need to be very clear in what each step brings the Town. She disagrees with Mr. Cohen in that it is just to take work off the First Selectman's plate. She suggests hiring a chief of staff if that's the case. She would like to see some continuity regardless of who is in office and ideally how the Town can get the biggest bang for their buck so to speak. Mr. Prichard then asked Ms. Ferry her thoughts, Ms. Ferry stated that the Town should start with adding a Town Administrator and updating the First Selectman's position to part-time and adjusting the duties and go from there. Mr. Prichard questioned Mr. Palshaw on his thoughts. Mr. Palshaw stated the important thing would be whichever direction the committee decides to present, it should be a very clear proposition to the voters in detail to answer all anticipated questions and agrees with Mr. Cohen's suggestion.

Mr. Prichard asked Mr. Purcaro who the Chief of Police reports to in Vernon, he stated the Chief reports directly to him. Mr. Prichard then asked Mr. Purcaro who can terminate the Chief of Police and he stated that it's a complicated question due to Connecticut state statutes, however if there is cause he would need to go before the Council.

Mr. Wehr asked Mr. Purcaro what the process regarding Department heads looking to add a position mid-year. The Council sets the budget and the number of budgets ahead. Mr. Purcaro would have to

present reasons to the Council explaining why the town needs this position mid-year, which he strongly discourages.

Mr. Prichard asks if the Salary Survey FY 2019-2020 of Comparable Population Towns has been updated, Ms. Spielman will get that information for the next meeting.

#### VI. New Business

The Government Study review items were discussed in unfinished business.

#### VII. Review Action Items

Mr. Prichard stated that he would like the committee members to review the job descriptions provided at this meeting and asked the Recording Secretary to obtain a copy of the Charter Revision documents currently on file at The Hall Memorial Library.

#### VIII. Adjournment

MOVED (COHEN), SECONDED (RIDZON), AND PASSED UNANIMOUSLY TO ADJOURN THE MEETING AT 7:35 PM.

Submitted by: \_\_\_\_\_



Rebecca Einsiedel  
Recording Secretary



# **Michael J. Purcaro**

## **Town Administrator**

### **Core Beliefs and Values**

**Together we will meet and exceed taxpayer expectations by both identifying and then implementing the most efficient, value added ways for us to provide high quality government services that benefit our residents.**

- **Leadership and Organizational Culture**
- **Operational Effectiveness and Efficiency**
- **Coherence and Community Engagement**
- **Equity and Diversity**



**Town of Vernon**

**Job Title: Town Administrator**

**Department: Administration**

**Bargaining Unit: Non-Union**

**Wage Classification: E-8**

**General Statement of Duties:** Highly responsible position which performs chief administrative officer duties to assist the Mayor in managing the affairs of the town; oversees the operations and services of the departments as directed; provides executive leadership to town government in the temporary absence of the Mayor; and oversees the personnel, labor relations, and other general government functions of the town as assigned by the Mayor.

**Supervision Required:** Receives oral or written direction from the Mayor. Plans and organizes work according to standard administrative procedures. Establishes priorities in work assignments. Assigns work and/or projects to professional and administrative staff. Coordinates the flow of administrative details to assure efficient executive review of town management matters by the Mayor and the Town Council or other appropriate commissions and boards. Reports work accomplished to the Mayor.

**Supervision Exercised:** Provides administrative direction to all department heads in accordance with established town policies and procedures and relative state and federal statutes.

**Essential Job Functions:** Coordinates program information and data to assist the Mayor in the review and preparation of the annual budget and capital improvement program recommendations. Participates in and manages near term and strategic long range planning for town services and development. Prepares and presents reports to the Town Council and other town boards and commissions as required. Assumes program responsibility for any department as directed by the Mayor, including therein full supervision of staff and line functions. Directs, plans or implements policies, objectives or activities at the behest of the Mayor through assigning or delegating to departments. Ensures compliance and timely completion of assignments through analysis of departmental work methods and procedures. May recommend improvements. Conducts evaluations of Department Heads. Responds to requests for procedural assistance from departments. Oversees town personnel and labor relations matters, including labor negotiations. Oversees special counsel as needed. Prepares statistical and narrative reports of some complexity for the Mayor. Performs duties as outlined by the Town Charter. Regular and punctual attendance.

**Other Job Functions:** Represents the Mayor on special committees, regional government organizations and as liaison to other governments as necessary. Prepares press releases on activities of town government. Appears before civic, cultural, and other groups to inform them of government activities. Participates in professional public administration organizations to remain current in the field. Required to serve in the Town's Emergency Operations Center (EOC) during emergencies and disasters. Other duties as required.

**Physical Demands:** The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit, talk, hear, walk; use hands to finger, handle or feel objects, tools or controls, and reach with hands and arms. Hand-eye coordination is necessary to operate computers and various office equipment.

The employee must occasionally lift and/or move up to 20 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

**Work Environment:** The work characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Must be able to perform highly complex and varied tasks requiring independent knowledge. Must be able to concentrate on detail with constant interruption, attend to task for 45-60 minutes at a time.

The noise level in the work environment is usually quiet.

### **MINIMUM QUALIFICATIONS**

**Knowledge, Skills and Abilities Required:** High degree of integrity and confidentiality. Considerable knowledge of public administration; general knowledge of state, municipal and labor law relative to the position. General knowledge of incident management systems. Excellent written and oral communication skills. Excellent listening skills. Excellent critical thinking skills with the ability to draw conclusions or approaches to complex problems to implement solutions; ability to recruit, lead, organize, supervise, train and evaluate staff. Ability to assess needs, initiate, organize and execute plans and directives. Ability to foster relationships and deal effectively with elected officials, business owners, outside agencies, other municipalities, employees, and the general public. Ability to develop and manage a budget. Ability to prepare and present concise, informative management and organizational analyses and reports. Ability to acquire working knowledge of state and community resources. Ability to prepare and publicly present reports in a clear and concise manner; ability to maintain statistical records. Must be computer proficient with the ability to learn software programs specific to the job. A Police background check will be required.

**Experience & Training:** Master's degree in Public Administration, Business Administration, or some closely related field, and six years of increasingly responsible experience at a management level in municipal administration or an equivalent combination of education and experience which demonstrates possession of the required knowledge, skills and abilities.

**License & Certificates:** Must have and maintain a valid drivers' license.

*This job description is not intended to be a complete statement of all duties, functions and responsibilities which comprise this position. EOE/AA*

Historical Record:

This job description replaces the existing Town Administrator description in the April 1, 1999 Swords Report.

*Revised: 6/15/2017; Adopted: 6/20/2017*

# **Creating Sustainable Communities: The Essential Partnership of Government and Education**

**By  
Michael J. Purcaro**

At the heart of every successful community is a well-managed and effective school system. A school system where students are prepared academically and socially to analyze problems, engineer solutions, build practical skills, and to approach life's challenges with confidence. At the heart of every successful school system the future health and integrity of a community is forged. The success and sustainability of a community is predicated on its relationship or partnership between local government and its public school system.

What are sustainable communities?

- Sustainable communities are engaged in actions that achieve long-range goals for the educational, economic, and environmental vitality of its residents; birth through senior hood.
- Sustainable communities are mindful of the unique roles of its key stakeholders and encourage dialogue and shared problem solving between them to meet town-wide challenges. When valued as a key stakeholder, a public school system, for example, can improve civic involvement as another avenue of communication and engagement in the governmental process; affirming the perspective of community leaders and the benefit of wraparound solutions.
- Sustainable communities are collaborative. With a unified vision and purpose, the municipality and public school system form a nucleus where policies and procedures are communicated and reinforced in a cohesive fashion.
- Sustainable communities seek to share resources and services, addressing regional needs whenever possible, with the goal of improving service delivery by meeting, and ideally, exceeding taxpayer expectations.

The value placed on a public school system can serve as a guiding light that shines brightly when everyone works together. This light is the essence, the very definition of community, showing residents of all ages that only by working together can a community be truly sustainable.

Sustainable-CT was created by towns, for towns to provide municipalities with a menu of coordinated, voluntary actions, to continually become more sustainable; to provide resources and tools to assist municipalities in implementing sustainability actions and advancing their programs for the benefit of all residents. For more information please visit [www.sustainablect.org](http://www.sustainablect.org).

Mr. Purcaro is the Town Administrator for the Town of Vernon, Connecticut. He is a certified School Business Administrator and is the Chairperson of the Town of Ellington Board of Education. He currently serves as the Vice President of Government Relations for the Connecticut Association of Boards of Education.

## ARTICLE 5

## TOWN ADMINISTRATOR

1A

**Section 5.1 Chief Administrative Officer**

The Town Administrator shall be the Chief Administrative Officer of the Town. He/she shall assist the First Selectman and Board of Selectmen in conducting Town affairs by performing such responsible and high level administrative, supervisory and research duties and functions as may be determined by the Board of Selectmen.

**Section 5.2 Hiring and Discharge Process**

The Town Administrator shall be hired by the Board of Selectmen after having been chosen exclusively on the basis of technical and administrative qualifications, character, educational background and training/certification and professionally related experience. Educational training shall be defined as a minimum of a baccalaureate degree. The Board of Selectmen may hire and discharge the Town Administrator upon the unanimous vote of the three members, until the election of two additional members in accordance with Section 3.2. Thereafter, the hiring or discharge of the Town Administrator shall require an affirmative vote of four members of the Board of Selectmen.

**Section 5.3 Supervision and Responsibilities**

The Town Administrator is responsible to and works under the general direction of the First Selectman and Board of Selectmen. He/she shall be responsible for the administration of all Town departments and agencies, except the Board of Education and Town agencies whose head or members are elected by popular vote. He/she shall coordinate the administration of the officers, boards, commissions, agencies, and authorities of the Town appointed by the Board of Selectmen except those functions reserved or delegated to such bodies by law or Charter.

**Section 5.4 General Duties**

The Town Administrator shall perform those administrative duties conferred by this Charter to the Chief Administrative Officer and as determined, from time to time, by the Board of Selectmen and or First Selectman.

The Town Administrator, in conjunction with the First Selectman, shall prepare the Board of Selectmen meeting agendas, including analysis of and recommendations on pertinent issues. He/she shall develop policies for review and draft proposed regulations and ordinances. The Town Administrator shall have the right to attend all meetings of the Board of Selectmen, except those executive sessions where he/she is excused by the Board, with the full right to participate in all discussions, but without the right to vote.

**Section 5.5 Appointments by Town Administrator**

The Town Administrator shall employ or discharge all employees of the Town, subject to the approval of the Board of Selectmen, except Appointive Officers, specified in Article 8, and the employees of the Board of Education.

## **Position Announcement**

### **Town Administrator**

The Town of Putnam, Connecticut (population 8,900), is seeking a qualified professional to fill the newly created position of Town Administrator. Reporting to the Mayor and Board of Selectmen, the Town Administrator is responsible for overseeing the day-to-day operations of all Town departments.

The successful candidate should possess a bachelor's degree and preferably a master's in public administration or public policy, and 3-5 years of professional experience in municipal government administration. Equivalent education, training or professional experience will also be considered.

A thorough knowledge at budget preparation, the grant process, public sector labor law, planning and computer operations is essential.

For more information and a description detailing the position, please call (860) 963-6800. To apply, send resume, cover letter and 3 references to: Office of the Mayor, Town of Putnam, 126 Church Street, Putnam, Connecticut 06260. Salary \$46,000-\$50,000 plus benefits.

Acceptance of applications/resumes will close on Monday, August 9, 1999.

The Town of Putnam is an Equal Opportunity Employer.

## **Town of Putnam**

### **Town Administrator**

#### ***Position Summary***

The Town Administrator, in accordance with Section four (4) of the Town Charter, is appointed by the Mayor with the advice and consent of the Board of Selectmen and serves at the pleasure of the Mayor and the Board of Selectmen. The Town Administrator is responsible to the Mayor and the Board of Selectmen for the administration of all departments and agencies of the Town government except the local Board of Education and Town agencies and/or commissions whose head or whose members are elected by popular vote.

#### ***Specific Duties***

- Responsible to the Mayor and the Board of Selectmen for the administration of all Town matters;
- Responsible for coordinating the administration of all departments, offices and agencies of the Town, except as may be provided in the Town Charter;
- Responsible for carrying out the ordinances, resolutions, policies and other actions established by the Board of Selectmen and of Town Meetings;
- Responsible for continuous review of current and future needs of the Town in consultation with the Mayor and the Board of Selectmen;
- Responsible for making recommendations for improvement in Town policies, procedures or programs;
- Assist the Mayor and the Board of Selectmen in the review and preparation of the annual budget and capital improvement program recommendations;
- Inform and recommend to the Mayor and the Board of Selectmen opportunities for state and federal grant programs;
- Research, write and submit grant applications as directed by the Mayor and the Board of Selectmen;
- Prepare and present reports on behalf of the Mayor and the Board of Selectmen to Town boards and commissions as required;
- Transmit direction from the Mayor and the Board of Selectmen to departments and follow up to assure compliance and timely completion of assignments;
- Represent the Mayor and the Board of Selectmen on special committees, regional organizations and as liaison to other governments as necessary and requested;
- Oversee town personnel and labor relations/negotiations on behalf of the Mayor and the Board of Selectmen;
- Oversee the computer operations of all Town departments including purchase and maintenance of hardware and software;
- Perform other duties as may be assigned from time to time by the Mayor and the Board of Selectmen.



***Knowledge, Skills and Qualifications***

The Town Administrator shall be chosen by the Mayor and the Board of Selectmen on the basis of technical and administrative qualifications, character, education, training and experience. Specifically, the Town Administrator must:

- ✓ have demonstrated expertise and experience in written and oral communication;
- ✓ possess strong organizational/administrative skills and experience;
- ✓ be a proven leader and problem solver;
- ✓ have the ability and demonstrated experience to view the "big picture" without allowing daily details go unattended;
- ✓ have significant experience in the preparation, defense and administration of a public sector budget;
- ✓ be creative and willing to innovate in the best interests of Putnam;
- ✓ have the demonstrated ability to facilitate and/or mediate disputes between individuals and groups;
- ✓ have a sound understanding of the local, state and federal government (legislative and administrative) process;
- ✓ have extensive experience in labor relations and administration, including personnel policies (development and administration), working with public sector collective bargaining units, Connecticut labor practices and procedures, personnel evaluation and employee dispute resolution;
- ✓ have a strong understanding of the Town of Putnam (history, demographics, geography, etc.) and northeastern Connecticut, and;
- ✓ be a team player and sound listener with a sense of humor.

The Town of Putnam is an Affirmative Action/Equal Opportunity Employer.

**Town Manager's Goals and Objectives – F.Y. '14 – '15**  
**May 6, 2014, Amended June 5, 2014**  
**Amended and Adopted June 25, 2014**

Cheshire

GOALS	OBJECTIVES/STRATEGIES	MEASUREMENT CRITERIA
<b>I. Preserve financial stability and sustainability of Town operations.</b>	<ul style="list-style-type: none"> <li>◆ Continue to implement financial best practices</li> <li>◆ Develop a prudent medical benefits trust fund policy</li> <li>◆ Continue Debt Mitigation initiatives, specifically relating to the financial impact of the Waste Water Treatment Plant upgrade project</li> <li>◆ Continue to aggressively pursue Water Pollution Control Department cost recovery strategies and Prison contract renegotiation with the Department of Corrections</li> <li>◆ Strive for financial stability in the Community Pool budget to reduce the financial pressure on the General Fund</li> <li>◆ Maintain active oversight of the milestones, costs and savings for the energy performance contracting project</li> <li>◆ Encourage economic development, especially in prime and underdeveloped properties to achieve suitable commercial, industrial and retail growth with special emphasis on Town Center and West Main Street Village</li> <li>◆ Implement and formalize a Capital Budget Pre-Planning process</li> <li>◆ Conduct a bond sale with a favorable interest rate and continued high credit ratings</li> <li>◆ Implement an organization-wide succession plan as part of the Management Principles initiative</li> <li>◆ Develop an automatic three year review for closeout process for capital project appropriations to evaluate the need for continuation</li> </ul>	<ul style="list-style-type: none"> <li>◆ Conformance with municipal financial standards, benchmarks and industry recognition</li> <li>◆ Effectiveness of capital/operating budget planning process</li> <li>◆ Adequate surplus, fund balance and reserve accounts</li> <li>◆ Affordable debt obligation</li> <li>◆ Maintenance of favorable credit rating</li> <li>◆ Savings / cost avoidance achieved</li> <li>◆ Bond sale interest rate</li> <li>◆ Commercial Grand List growth</li> </ul>
<b>II. Provide programs that support staff morale and enhance effectiveness to ensure the highest level of customer service.</b>	<ul style="list-style-type: none"> <li>◆ Continue to expand wellness initiatives and workplace safety programs</li> <li>◆ Maintain relevant professional enrichment opportunities, in-service training and professional guidance programs for all employees</li> <li>◆ Continue to enhance and encourage internal communication and information sharing with, and among, employees</li> <li>◆ Maintain ICMA Credentialed Manager Status</li> </ul>	<ul style="list-style-type: none"> <li>◆ Tangible or visible changes</li> <li>◆ Number type and quality of programs offered to employees</li> <li>◆ Quality/benefit derived from professional development</li> <li>◆ New efficiencies or service deliveries initiated by staff</li> </ul>
<b>III. Improve operational efficiency and effectiveness.</b>	<ul style="list-style-type: none"> <li>◆ Continue to pursue development of information technology enhancements to core services to create greater efficiencies and cost savings throughout the organization</li> <li>◆ Complete the reorganization of the Police Department to expand services while saving funds</li> <li>◆ Conduct an evaluation of Fire Service delivery and response time and potential implementation of expanded volunteers' stipend program as well as modification to incentive structure</li> <li>◆ Complete Fire Department personnel study of "bunk in" and "stand by crew" program to ensure consistent and appropriate staffing response to all department emergencies</li> <li>◆ Initiate study of consumption-based Water Pollution Control user fee</li> <li>◆ As part of the Management Principles Mission Statement, complete the value analysis of departments' service delivery process and policies</li> <li>◆ Implement an organization-wide succession plan as part of the Management Principles initiative (also an Objective in Goal I)</li> <li>◆ Implement the next stages of the Technology Initiative in collaboration with Technology Study Group and Cheshire Public Schools</li> <li>◆ Expand Public Works and Parks and Recreation staff integration of snow removal operations and infrastructure maintenance support</li> <li>◆ Continue to maximize the use of e-commerce for various Town departments</li> </ul>	<ul style="list-style-type: none"> <li>◆ Quality of service to the public</li> <li>◆ Savings / cost avoidance achieved</li> <li>◆ Effectiveness of management initiatives</li> <li>◆ Extent to which departmental performance measures are met or exceeded</li> <li>◆ Tax collection rate (to meet budget estimate of 99%)</li> </ul>
<b>IV. Enhance communication with all stakeholders to foster citizen awareness of and involvement in Town government, to maintain high level of engagement and transparency.</b>	<ul style="list-style-type: none"> <li>◆ Continue to utilize technology and broadcasting improvements to enhance production quality and the quantity, access to, and timeliness of information on programs and services disseminated by our Local Government Access television channel and electronic media including the website, Facebook and social media</li> <li>◆ Continue to educate the press on Town initiatives and issues through frequent communication and responsiveness</li> <li>◆ In collaboration with the Town Council, continue to advance the outreach program with elected and appointed volunteer officials regarding communication, roles, effectiveness, and compliance with FOIA and Roberts Rules of Order</li> <li>◆ Maintain high standards in reporting by continuing to improve the quality, content and presentation of all published documents (i.e. operating and capital budgets, annual report, CAFR, Official Statement, Personnel Rules and Regulations, etc.)</li> <li>◆ Throughout the organization, sustain high level of accessibility and responsiveness to the public, including local speaking engagements and organized visits</li> <li>◆ Continue to meet or communicate on a periodic basis with each Council member</li> </ul>	<ul style="list-style-type: none"> <li>◆ Nature, quality and frequency of communication</li> <li>◆ Level of public satisfaction, knowledge, awareness and participation</li> <li>◆ Level of employee information</li> <li>◆ Nature, frequency and timelines, information transmitted to Council</li> <li>◆ Quantity of business conducted electronically</li> <li>◆ Nature and extent of public participation</li> <li>◆ Effectiveness of Town Boards,</li> </ul>

	<ul style="list-style-type: none"> <li>◆ Continue to build communication with, and among, employees (also an Objective in Goal II)</li> <li>◆ To expand citizen involvement in government activities, develop a meetings calendar for the Town website</li> </ul>	Commissions and Committees
V. Initiate, advance or complete key Town projects.	<ul style="list-style-type: none"> <li>◆ Continue to provide necessary support and financial oversight of the Water Pollution Control Plant upgrade project</li> <li>◆ Provide assistance to ensure the timely construction of the Community Pool facility</li> <li>◆ Continue to enhance the road infrastructure program through the utilization of the revised Pavement Management Index Report and integration with GIS</li> <li>◆ Through utilization of Capital Planning account, conduct a comprehensive Town and Schools physical plant/buildings assessment</li> <li>◆ Conduct an RFP for insurance and medical benefits consulting services</li> <li>◆ Continue efforts to extend Linear Park project from West Main Street north to Jarvis Street and construct parking lot; and continue to support and expedite State's construction of the two remaining trail links</li> <li>◆ Maintain active oversight of the milestones, costs and savings for the energy performance contracting project (also an objective under Goal I)</li> <li>◆ Continue to pursue various energy conservation programs such as solar power, a microgrid, C-Pace program, streetlight ownership, a charging station and expanded acquisition of hybrid or all electric vehicles, to effectuate savings and promote a healthier environment</li> <li>◆ Complete the update of the Town Plan of Conservation and Development</li> <li>◆ Implement the next stages of the Technology Initiative, in collaboration with Technology Study Group and Cheshire Public Schools (also a Goal III objective)</li> <li>◆ Complete the plan for ongoing management, maintenance and oversight of Open Space properties by coordinating the role of various Town Departments and appropriate Boards / Commissions / Committees</li> <li>◆ Review the current policy for land acquisition</li> <li>◆ Initiate Phase II of Library upgrade project</li> <li>◆ Complete the upgrade to Town Center sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>◆ Quality, progress and benefits of projects</li> </ul>

**Town of Vernon**

**TOWN ADMINISTRATOR**

**CLASS CODE:** 1101

**BARGAINING UNIT:** Managerial, Non-Union

**SALARY GROUP:** E-8

Effective Date:

April 1, 1999

**SUMMARY:** Performs chief administrative officer duties to assist the Mayor in managing the affairs of the town; oversees the operations and services of the departments as directed; provides executive leadership to town government in the temporary absence of the Mayor; and oversees the personnel, labor relations, and other general government functions of the town as assigned by the Mayor.

**SUPERVISION RECEIVED:** Receives oral or written direction from the Mayor. Plans and organizes work according to standard administrative procedures. Establishes priorities in work assignments. Assigns work and/or projects to professional and administrative staff. Coordinates the flow of administrative details to assure efficient executive review of town management matters by the Mayor and the Town Council or other appropriate commissions and boards. Reports work accomplished to the Mayor.

**SUPERVISION EXERCISED:** Provides administrative direction to all department heads in accordance with established town policies and procedures and relative state statutes.

**EXAMPLES OF DUTIES:** Coordinates program information and data to assist the Mayor in the review and preparation of the annual budget and capital improvement program recommendations. Participates in near term and long range planning for town services and development. Prepares and presents reports to the Town Council and other town boards and commissions as required. Assumes program responsibility for any department as directed by the Mayor, including therein full supervision of staff and line functions. Transmits directions of Mayor to departments, and follows up to assure compliance and timely completion of assignments. Directs and participates in analyses of departmental work methods and procedures, and leads in the development of systems and methods of operations to make improvements.

## TOWN ADMINISTRATOR

April 1, 1999

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Responds to requests for procedural assistance from departments. Oversees town personnel and labor relations matters. Oversees special counsel as needed. Prepares statistical and narrative reports of some complexity for the Mayor. Incidental duties: Represents the Mayor on special committees, regional government organizations and as liaison to other governments as necessary. Prepares press releases on activities of town government. Appears before civic, cultural, and other groups to inform them of government activities. Participates in professional public administration organizations to remain current in the field.

**KNOWLEDGE, SKILLS, AND ABILITIES:** Ability to apply principles of logical or scientific thinking to define problems, collect data, establish facts and draw valid conclusions. Ability to apply principles of business or public administration to solve practical problems where only limited standardization exists. Ability to prepare and present concise, informative management and organizational analyses and reports. Ability to direct the activities of professional and technical staff in an efficient, positive manner. Ability to acquire a working knowledge of data processing application and techniques for application in improving management information systems and networks. Ability to relate to elected officials, staff and the public in an effective and mutually respectful manner.

**Minimum Qualifications Required:** A Master's degree in Public Administration, Business Administration, or some closely related field, and six years of increasingly responsible experience in municipal administration or an equivalent combination of education and experience which demonstrates possession of the required knowledge, skills and abilities.

**License or Certificate:** Not Applicable.

**PHYSICAL EXERTION/ENVIRONMENTAL CONDITIONS:** Performs duties in an office environment. Highway driving may be required to carry out duties. Attends night meetings on a regular and continuing basis.

**TOWN ADMINISTRATOR**

**April 1, 1999**

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**NOTE:** The description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task and responsibility.

**Historical Record:**

This job description replaces the existing Town Administrator description in the April 1, 1999 Swords Report. This is a change in format only.

TOWN ADMIN/Job Description file 2/1/2006

## **TOWN OF WINDHAM JOB DESCRIPTION**

### **TOWN MANAGER**

#### **JOB SUMMARY**

This is a responsible administrative position that manages the affairs of the Town of Windham, Connecticut, under the direction of the Town Council, and pursuant to Chapter 96, Sections 7-98 to 7-100, of Title 7 of the Connecticut Statutes, as well as applicable Town Charter, policies, and ordinances.

#### **GENERAL DUTIES AND RESPONSIBILITIES**

The Town Manager serves as the chief administrative officer of the town, is the administrative head of all departments of Town government, and shall be responsible for the efficient administration thereof.

#### **SPECIFIC DUTIES AND RESPONSIBILITIES**

Supervisory authority of general administration; personnel and labor relations; budgeting and finance; legal affairs; purchasing; public information; and facilities management

Day-to-day administrative coordination of all town departments, including direct supervision and evaluation of any employees in the Town Manager's Office

Reviews organizational and staff management issues; reviews and develops new policies and procedures; and develops new strategic initiatives for the Town

Recruits, hires, evaluates, directs, and, if necessary, disciplines and terminates Town employees, subject to the Town Charter, applicable Collective Bargaining Agreements, and/or personnel policies approved by the Town Council

Provides support to the Town Council, including assisting in preparing meeting agendas, attending Council meetings, informing Council Members of appropriate statutory and regulatory changes affecting the Town, and carrying out decisions of the Town Council as directed

Develops and manages the Town Budget, including coordinating budget preparation, presenting a proposed budget to the Town Council; serving as the Council's liaison to the Board of Finance; monitoring expenses and revenues; enacting cost controls when possible; managing capital projects; and providing financial reports to the Town Council as specified, including an annual accounting of the Town's finances

Promotes economic development for the Town in coordination with Boards and Commissions, and through appropriate staff, as necessary

Manages the supervision of all Town Buildings, including maintaining an inventory of all Town buildings and property, as well as managing repairs and maintenance

Oversees purchasing functions through appropriate staff, monitoring the work of contractors, and serving as contractor administrator for the Town Council

Seeks out and applies for alternative funding sources (such as grants, bonds, and loans) with the approval of the Town Council; manages, administers, and monitors any grants obtained

Works with the Town's Boards, Commissions, and Committees in an advisory or support capacity

Represents the Town and the Town Council in establishing and maintaining effective relationships with other town, state, and national government agencies and organizations

Monitors legislation, develops legislative priorities with the Town Council, and develops a program of ongoing communications with legislators regarding the Town's legislative policy agenda

Serves as the primary contact with the Town Attorney, coordinates communications between the Town Council, legal counsel, and Town Boards and Commissions on legal matters

Acts on behalf of the Town Council, deals with all correspondence and citizen inquiries, and investigates and responds to all citizen complaints

Regular attendance is a requirement of this position.

**\*\*\*\*\*The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.\*\*\*\*\***

#### **OTHER JOB FUNCTIONS**

Performs other duties as specified by the Town Council or the Town Charter

#### **KNOWLEDGE, SKILLS, AND ABILITIES**

Thorough knowledge of municipal management and public administration

Thorough knowledge of municipal, state, and federal programs and decision-making processes

Thorough knowledge of financial administration, debt financing, and financial accounting and reporting systems



Thorough knowledge of public personnel administration, including the direction, supervision, and evaluation of staff

Knowledge of benefit and compensation policies

Knowledge of municipal purchasing practices

Knowledge of municipal risk management practices

Thorough knowledge of the principles and practices of human resource allocation including collective bargaining, labor unions and labor relations, and the Municipal Employees Relation Act (MERA)

Ability to negotiate collective bargaining agreements, to develop persuasive written and oral proposals, and to conduct research and to gather information for negotiations, arbitrations, strategy development, and other servicing activities

Strong problem solving skills, ability to effectively manage multiple tasks simultaneously, function well under pressure, delegate effectively, and ability to remain positive and constructive under stress

Demonstrated experience in municipal economic development

Demonstrated experience in capital projects, including roads, drainage, public utilities, and bridges

Advanced computer literacy, including Microsoft Word, Microsoft Excel, Microsoft Power Point, spreadsheets, databases, networks, and email

Effective written and oral communication skills and the ability to effectively communicate orally and in writing to all levels of the organization including management, co-workers, and the general public

Ability to give oral and written instructions in a precise, understandable manner, as well as the ability to follow oral and written instructions

Ability to write concisely, to express thoughts clearly, and to develop ideas in logical order is required; information provided orally must be accurately recorded

Effective conflict resolution skills

Possession of public relation skills

Ability to prepare Town budget and manage within allocations authorized; and the ability to read, analyze, and interpret financial reports and legal documents

Ability to work effectively with municipal officials, employees, and the general public

Ability to manage time effectively and handle several significant responsibilities effectively

## **CONDITIONS OF EMPLOYMENT**

Must possess a valid State of Connecticut driver's license

## **MINIMUM QUALIFICATIONS REQUIRED**

Must have an undergraduate degree in Public Administration, Political Science, Business Administration, Civil Engineering, or a closely related field. A Master's Degree in Public or Business Administration is preferred. ICMA Credentialed Manager preferred. Five (5) to seven (7) years of progressively responsible experience in municipal government, previous experience as Town Manager or Assistant Town Manager preferred; or in lieu thereof, an equivalent combination of education, experience, and training that provides the knowledge, skills, and ability to perform the essential functions of the position, as outlined above.

## **PHYSICAL AND MENTAL DEMANDS**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to speak; hear; sit; stand, use hands for computer use, reach or kneel to retrieve files; drive; get in and out of vehicles. The employee may occasionally have to lift and/or move up to 20 pounds of various files; may occasionally need to bend, stoop, or crouch when viewing special outdoor projects. The employee must have the ability to routinely use hands, fingers, and wrists for repetitive motion, to handle and/or feel equipment, objects, and reach with hands and arms. The employee may be required to climb stairs to various levels.

Specific vision abilities required by the job include close vision, distant vision, peripheral vision, depth perception, and the ability to adjust focus. The employee must be able to hear normal sounds, distinguish sound as voice patterns, and communicate through human speech. Hand-eye coordination is necessary to operate computers and various pieces of office equipment.

The employee must be able to work harmoniously, cooperatively, and courteously with others at all times. The employee must have the ability to maintain his/her composure with the public and co-workers in everyday, stressful, and emergency situations. The employee must be able to respond to difficult situations, ease tensions, and address disturbances.

**\*\*\*\*\*The job description does not constitute an employment agreement between the employer and employee and is subject to change by the employer as the needs of the**

# **Killingly Town Charter 2013**

acting manager shall have none of the powers of appointment as are conferred upon the Manager in Section 603 of this Chapter. (Referendum(s) of 11-3-81; Referendum of 11-7-95)

## **Section 602                      Duties**

The Manager shall be directly responsible to the Council for the administration of all departments, agencies and offices in charge of persons or boards appointed by him or her and shall supervise and direct the same. The Manager shall see that all laws and ordinances governing the Town are faithfully executed; shall make periodic reports to the Council; shall attend its meetings with full rights of participation in its discussions but without a right to vote and may attend meetings of the Board of Education and other Town boards and commissions, but shall have no power to vote on any question under any circumstance; shall prepare and cause to be printed, as soon as possible after the close of the fiscal year, an annual Town report; shall recommend to the Council such measures as he or she may deem necessary or expedient; shall in his or her capacity as Director of Finance as provided in Section 903 of this Charter, keep the Council fully advised as to the financial condition of the Town; shall prepare and submit to the Council an annual budget as provided in Chapter X of this Charter; shall exercise such other powers and perform such other duties as may be required of him or her by ordinance or resolution of the Council not inconsistent with this Charter. The Manager may, with the approval of the Council, enter into contracts or agreements with the United States Government or any agency thereof, the State of Connecticut or any agency or political subdivision thereof, or any other body politic or corporate. The Council shall not diminish by ordinance, vote or otherwise the powers and duties of the Manager, except those powers and duties imposed on the Manager by the Council under the provisions of this Section.

## **Section 603                      Appointments and Terms**

The Manager shall appoint, with the advice and consent of the Council and may remove, in accordance with the provisions of this Section with such provisions of the General Statutes as may apply to said appointments and removals, all department heads and other officers and employees of the Town except as otherwise specifically provided by this Charter and except employees in the offices of elected officers or boards and officers and boards appointed by the Council. Any appointee of the Manager serving as head of a department, office, or agency, may be removed, for just cause, except as otherwise provided herein upon the recommendation of the Manager, by a vote of at least six (6) members of the Council voting in favor of such removal. No such appointee of the Manager shall be removed unless notice has been given in writing of the specific grounds for such dismissal and an opportunity to be heard in his or her own defense, personally or by counsel, at a public hearing before the Council. Such public hearing shall be held not less than five (5) nor more than ten (10) days after such notice of dismissal. The Manager may, subject to the approval of the Council, perform the duties of any office under his or her jurisdiction, except those of the Town Treasurer. The Manager may designate one of the Manager's appointees to serve as acting manager during the Manager's absence.

## **Killingly Town Charter 2013**

persons voting thereon, such majority being equal to at least fifteen (15) percent of the qualified electors of the Town as determined from the latest official lists of the Registrars of Voters, shall have voted in favor of overruling such ordinance. (Amend. Of 11-6-73) (Referendum(s) of 11-3-81)

### **Section 509                      Relations to Administrative Services**

The Council and its members shall deal with the administrative services solely through the Town Manager and neither the Council nor any member thereof shall give orders to any of the subordinates of the Town Manager either publicly or privately, provided a properly constituted meeting of the Council, notice of which shall have been given to the Town Manager, may call before it any employee or officer for the purposes of information or investigation.

### **Section 510                      Annual Audit**

The Council shall annually designate a certified public accountant or firm of certified public accountants to audit the books and accounts of the Town in accordance with the provisions of Chapter 111 of the General Statutes, as amended.

## **CHAPTER VI. THE TOWN MANAGER**

### **Section 601                      Appointment and Removal**

(a) The Council shall appoint for an indefinite term a Town Manager, hereinafter referred to as the Manager, who shall be the chief executive officer of the Town to serve at the pleasure of the Council and who shall be chosen exclusively on the basis of his or her executive and administrative qualifications, character, education, training and experience. At the time of his or her appointment, said Manager need not be a resident of the Town of Killingly or of the State of Connecticut. The Manager shall devote his or her full time to the duties of the office of Town Manager and, during his or her term of office, shall reside in said Town. The compensation of the Manager shall be fixed by the Council and shall not be decreased except at the beginning of a fiscal year of the Town by a vote of the Council taken at least one month prior to that date.

(b) The Manager may be removed by a vote of at least six (6) members of the Council voting in favor of such removal as herein provided. At least thirty (30) days before the proposed removal of the Manager, the Council shall adopt a resolution stating its intention to remove the Manager and the reasons therefore, a copy of which shall be served forthwith on the Manager who may, within ten (10) days, demand a public hearing in which event the Manager shall not be removed until such public hearing has been held. Upon the passage of such a resolution the Council may suspend said Manager from duty, provided the salary of said Manager shall continue until removed from office, and in the event of such removal, the Manager shall be given termination pay equivalent to one month's salary. Upon the suspension, removal, or resignation of the Manager, the Council may appoint an acting manager, who shall be a qualified administrative officer of the Town, to serve at the pleasure of the Council for not more than one hundred eighty (180) days. Said appointment may be extended for up to a maximum of two (2) 90-day periods, and each 90-day extension shall be authorized by the affirmative vote of six (6) members of the Council. Any action of the Council in removing the Manager shall be final. The