

**BOARD OF FINANCE
REGULAR MEETING – January 11, 2022
MEETING ROOM B TOWN HALL**

PRESENT: Michael Kaelin, Stewart Koenigsberg, Chris Stroup, Sandra Arkell, Matthew Raimondi, Richard Santosky

Others Present: CFO Anne Kelly-Lenz, First Selectwoman Lynne A. Vanderslice

Call to Order

Chairman Michael Kaelin called the meeting to order at 7:01 pm.

Approval of Minutes of December 14, 2021 Regular Meeting

Mr. Kaelin asked for a motion to approve the Regular Meeting Minutes of December 14, 2021. Mr. Koenigsberg so moved, Mr. Raimondi seconded and the motion carried 6-0.

Financial Overview

Ms. Kelly-Lenz noted there were no changes from the last time a financial overview was presented, still on budget and no major savings at this time as First Selectwoman and Ms. Kelly-Lenz working to see about proposals going out at the moment to bring a comprehensive report to the board.

Mr. Kaelin noted that this is the last meeting with Anne Kelly-Lenz and all members noted it was a pleasure working with her and she will be missed.

Ms. Kelly-Lenz noted that she enjoyed working with the BoF members, both past and present as well as for the Town of Wilton

Approval of 2022 Regular Meeting Dates

Mr. Kaelin began reviewing the 2022 Regular Meeting Dates. Mr. Stroup noted dates for the summer were not on the schedule and discussed adding those dates so they are in the calendar and cancel if not needed. Motion to add July 12, 2022 and August 9, 2022 by Mr. Stroup, seconded by Mr. Raimondi and carried 5-0. After further discussion motion by Mr. Stroup to approve the BoF Regular Meeting dates proposed for February 2022 to December 2022, adding the dates for July 2022 and August 2022. Motion seconded by Mr. Santosky and carried 5-0.

Discussion of Timing of Request for Proposal for External Auditors

Mr. Kaelin reviewed the Discussion of Timing of Request for Proposal for External Auditors. He noted that the First Selectwoman requested that the BoF postpone the timing for the External Auditors to give Town Hall and the Finance Department time to get themselves together in light of CFO Anne Kelly-Lenz's departure. Motion moved by Mr. Stroup to grant the postponement and concentrate on the CFO search, seconded by Ms. Arkell and carried 5-0.

Discussion of Plan for Replacement of CFO discussed at BoS Meeting on January 4, 2022

Mrs. Vanderslice reviewed the Discussion of Plan for Replacement of CFO discussed at the BoS Meeting on January 4, 2022 as well as plans to add a Town Administrator (see attached presentation). Ms. Vanderslice then opened the floor to the BoF for discussion.

**Minutes have not been reviewed by this Board and may be subject to revision in future minutes.*

Committee Reports

BoE Operations Committee: Mr. Raimondi noted there was a meeting before the holidays and that the committee went through census projections, enrollment at 3700 and expected to be flat for the next few years.

No other committee reports

Public Comment

None.

Mr. Kaelin gave a reminder that the Superintendent's budget presentation to BoE is on January 20, 2022.

Having no further business, the board voted to adjourn meeting at 8:03 pm.

Respectfully submitted,
Jacqueline Rochester
(from video recording)

Board of Selectmen Meeting

January 4, 2021

Evaluation of the Combined CFO Role & FY2022 and FY2023 Staffing Needs

Evaluation of the Combined BOS-BOE CFO

- ***The 2017 Consolidation of the BOS and BOE Finance Departments under single leadership has been beneficial.***
 - **Operationally**
 - *Prior to the consolidation, the Town and the BOE operated two different and independent financial and payroll systems. Under combined leadership, the BOE department moved to the Town's financial and payroll systems, resulting in operating efficiencies for both departments.*
 - **Financially**
 - *More than \$1 million of cumulative wage, benefit and consultant savings over the four year period.*
 - *BOE avoided more than \$100,000 in software acquisition and installation costs.*
 - **Qualitatively**
 - *While under CFO Anne Kelly-Lenz's leadership, the quality of and BOF confidence in BOE financial data improved.*
- **Work remains.**
 - **The demands on the CFO are such that another resource is required.**
 - *A mid-year BOS Finance department hire is in the current year budget.*
 - **We have not yet been able to consolidate the two departments into one physical location.**

Plan to Meet FY2022 and FY2023 Staffing Needs

- ***Plan for CFO Search***

- **Initially in-house as was successfully done for the Director of Land Use Management and Town Planner search**
 - *Post job on various internet sites, including municipal and municipal CFO specific.*
 - *Direct outreach to potential candidates*
 - *Interview Committee comprised of Lynne Vanderslice, Kevin Smith and BOF Member*
- **If in-house approach is not successful, engage a search firm.**

- ***Plan to Provide Needed Additional Resources***

- **Hire the budgeted finance position, and/or**
- **Consideration of a new position to support the CFO and meet the increasing demands and expectations of the first selectperson.**

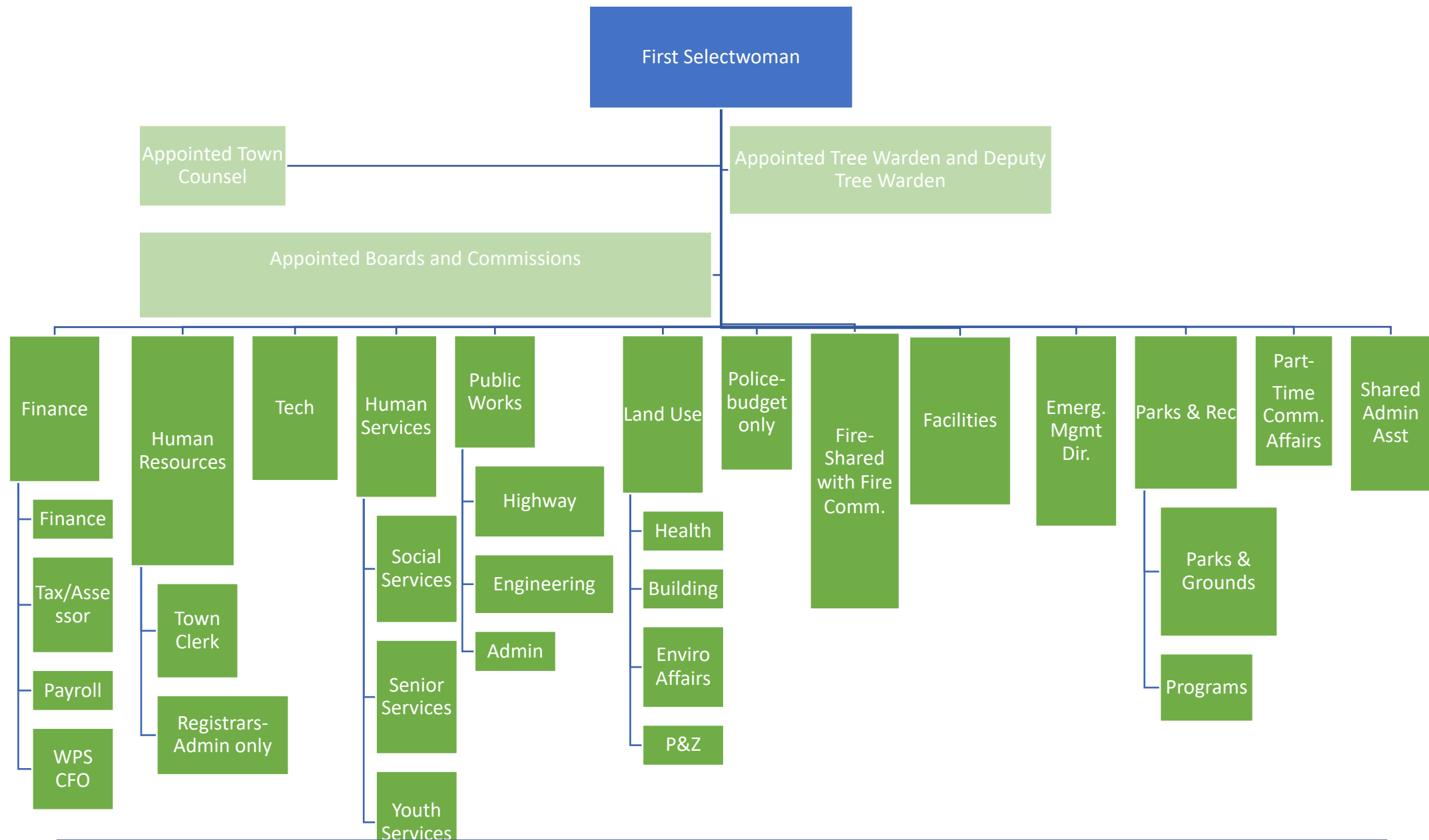
Identified Need in the First Selectperson's Office

Starting in 2019, the Board of Selectmen has discussed the increasing demands and expectations of the first selectperson and the possible need for additional resources.

- The **responsibilities of the first selectperson** have increased and become more complex. Requiring a selectperson with a **wide range of professional expertise**.
- There is an identified **benefit to the Town** of having a first selectperson with a **leadership role** within the Western Connecticut Council of Governments (**WestCOG**) and/or the Southwestern Region Metropolitan Planning Organization (**SWRMPO**).
- There is an identified benefit to the Town of having a first selectperson **actively engaged with state issues and participating or advocating on a state level**.
- Residents increasingly **expect a 24/7 government and an equally responsive first selectperson, accessible by multiple means of communication**.

Scope of the First Selectperson's Role and Responsibilities

- **As of 2/1/22:**
 - ***The current first selectwoman is responsible for***
 - *Over 150 employees, with twelve paid individuals/departments heads reporting directly,*
 - *Oversite of three non-employee appointed positions and,*
 - *Oversite of approximately 20 permanent and temporary appointed boards/commissions with over 100 members.*
 - ***The current first selectwoman is the chair*** of the Board of Selectmen, the Employees Retirement Trust, the Water Pollution Control Authority and Alternating Chair of the Wilton-Weston Advanced Life Support Association
 - ***The current first selectwoman holds the following non-Town of Wilton board positions***
 - Member-WestCOG Board of Directors* *Member and Chair-SWRMPO Board of Directors*
 - Member-WestCOG Executive Committee and Secretary*
 - Member and Vice Chair-Western Connecticut Economic Development District*
 - ***Historically the first selectperson was an ex-officio board member of the Wilton Chamber of Commerce and a member of Kiwanis.*** *(Dues paid by the Town until Dec 2015. Then became a personal membership.)*
 - *The current first selectwoman is no longer able to attend meetings*
 - *The current first selectwoman recently withdrew her personal Kiwanis membership.*



First Selectwoman Org Chart-2/1/22

How Do Other Communities Provide Support for the First Selectperson?

Similar or Area Municipalities-Position/Population

- ***Town Manager-Statutorily Defined as the Town's CEO-As of 2019, 31 Towns, 4 of which had a first selectperson & 29 a Town Council-None in Fairfield County*** (<https://www.cga.ct.gov/2020/rpt/pdf/2020-R-0332.pdf>)

- | | | | |
|-----------|--------|----------|--------|
| • Avon | 18,900 | Simsbury | 24,500 |
| • Clinton | 13,000 | | |

- ***Town Administrator or Chief Administrative Officer***

- | | | |
|-------------|--------|-----------------------------------|
| • Weston | 10,300 | (part-time first selectwoman/man) |
| • Darien | 21,700 | |
| • Greenwich | 65,500 | |
| • Fairfield | 61,500 | |

- ***Other Full-time Professionals within the First Selectperson's Office***

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|------------------------------------------------------------------|--------|
| • Administrative Chief-New Canaan | 20,600 |
| • Chief of Staff-Fairfield (in addition to a Town Administrator) | 61,500 |
| • Operations Director-Westport | 27,200 |

- ***No Full-time Professional within the First Selectperson's Office***

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|--------------|--------|---------|-------|
| • Wilton | 18,500 | Redding | 8,800 |
| • Ridgefield | 25,000 | | |

Characteristics of Support Options

- ***The Town Manager position diminishes the role of the Board of Selectmen/First Selectperson in department operations.*** The Town Administrator/Chief Administrative Officer position does not.
- ***A municipality can more easily change from a Town Administrator/Chief Administrative Officer position to a Town Manager position without risking the loss of the existing Town Administrator/Chief Administrative Officer.*** A move from a Town Manager to a Town Administrator/Chief Administrative Officer does risk the loss of the Town Manager as the individual loses their autonomy.
- ***The other support positions have a more limited role and thus don't provide continuity and professional management.***
- ***Based on area municipalities, the salary of a Town Administrator is expected to be in the \$185,000 to \$205,000 range. The cost of the position would be partially offset by***
 - A reduction in the compensation of the first selectperson to reflect the reduced duties and time commitment.
 - Efficiencies and cost saving expected to be identified and executed by the Town Administrator.

Benefits of the Different Positions

- ***Town Manager and Town Administrator/Chief Administrative Officer positions provide the following benefits***
 - **Continuity in Government Services**, even with a change in the first selectperson. A new first selectperson, no matter how experienced, generally needs a year or more to get up to speed.
 - **Ensure Professional Management of the Town**, increasing the pool of first selectperson candidates.
 - Allow the **First Selectperson to focus on long-term strategic improvements and investments and advocacy.**
 - **Expands the pool of potential qualified candidates for first selectperson**, as the role does not require expansive knowledge and skills and requires less time.

Article of Interest regarding Clinton CT decision to move to professional management:

<https://ctexaminer.com/2019/07/25/clinton-to-replace-board-of-selectmen-with-town-council-and-town-manager/>

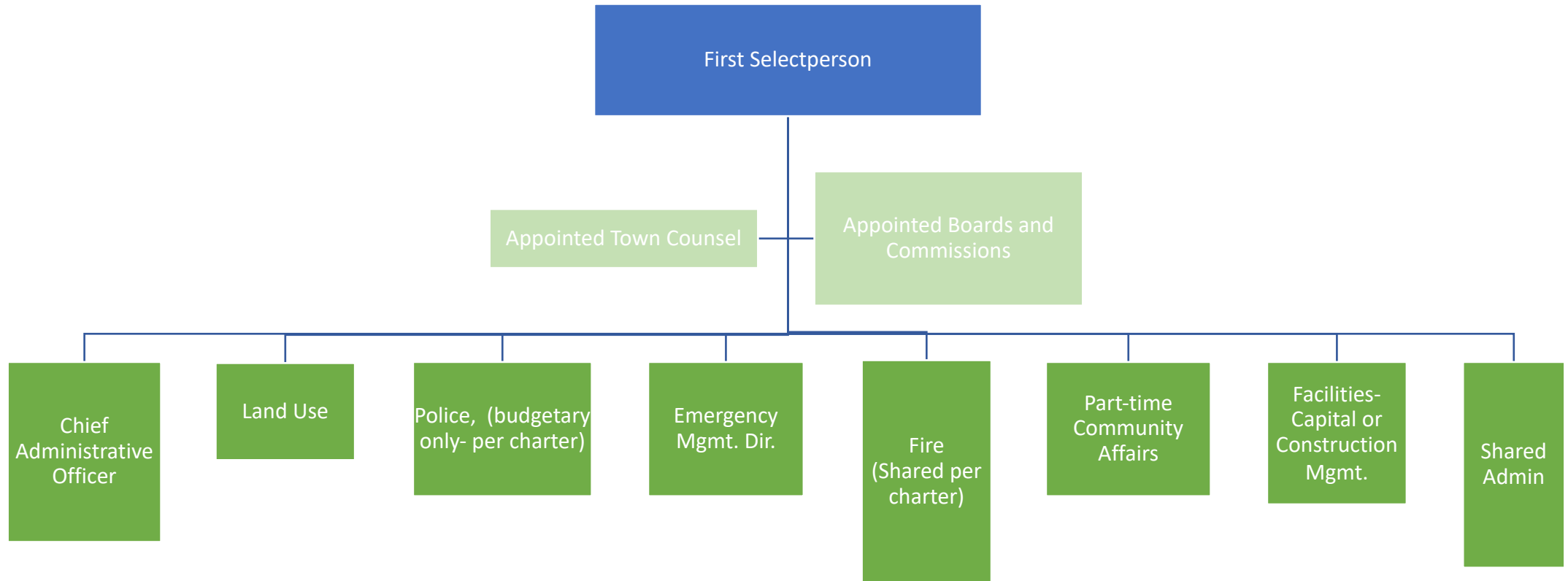
Role of the Town Manager

Source: Office of Legislative Research, By: Jessica Schaeffer-Helmecki, Associate Legislative Attorney
December 22, 2020 <https://www.cga.ct.gov/2020/rpt/pdf/2020-R-0332.pdf>

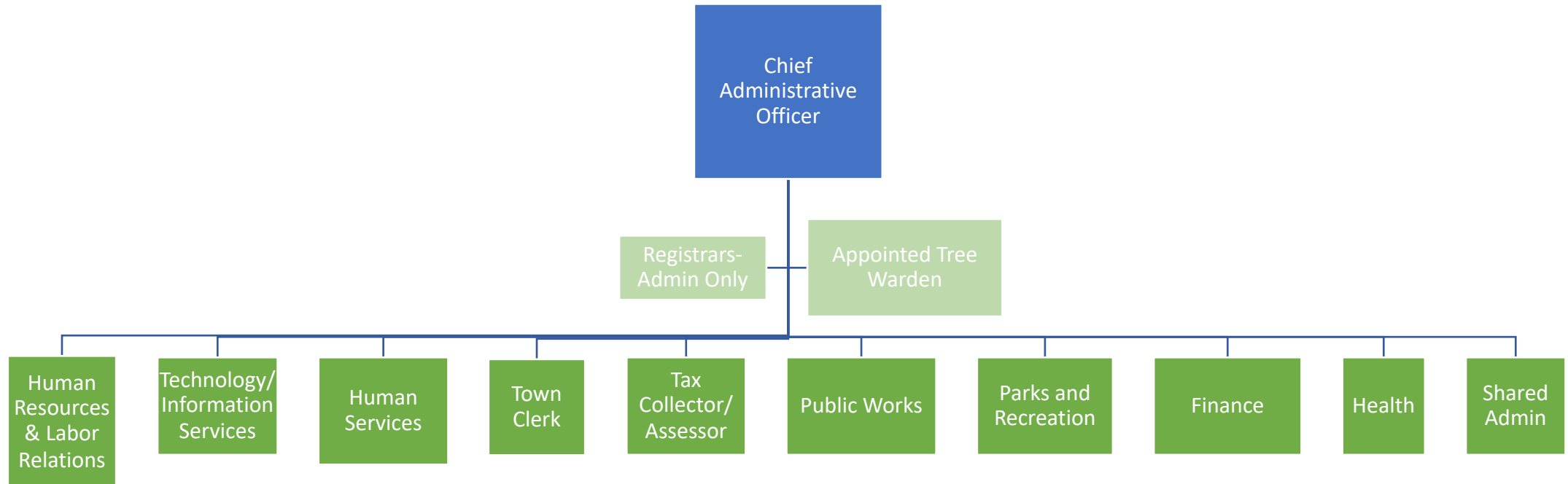
- “A town manager is a **municipality’s chief executive officer (CEO)**. In most municipal forms of government, the CEO (e.g., the mayor or first selectman) is elected. But **town managers are hired by the municipality’s legislative body** (generally a town council or board of selectmen).
- The council- 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.**
- 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).

Role of the Town Administrator/Chief Administrative Officer

- ***The authorization for a Town Administrator /Chief Administrative Officer is often found within a town's charter.***
 - In Wilton's, Article V, C-18 C. allows the Board of Selectmen to approve the First Selectperson's delegation of administrative duties.
- ***As the position isn't defined within CT Statutes, each municipality defines the role.***
- ***The following are excerpts from the position descriptions of area municipalities.***
 - ***Greenwich:*** "the Town Administrator is responsible for all administrative functions relative to the daily operation of the Departments under the supervision of the First Selectman. The Town Administrator also represents the First Selectman in the daily operation and administration of all town departments and offices."
 - ***Darien:*** "A professional public manager,....., makes policy recommendations, acts as an advisor and informational resource, carries out Board directives and policies, and coordinates the efforts of Town departments. Administrative areas of responsibility include budget development, performance measurement and evaluation, grant administration, program review, insurance administration, and purchasing."
 - ***Weston:*** "Manage Town employees. Assist in preparing the Annual Town Budget. Aid the First Selectman in analyzing and reviewing programs, activities, and budgets and their short-term and long-term financial and cash flow implications."
- ***Because the position assumes the responsibility for the budget plus supervision of other town departments, the position provided relief for both the first selectperson and the CFO.***



**What might be the current First Selectwoman's Org Chart with a Chief Administrative Officer?
(Land Use would remain with first selectwoman because of increased development.)**



What Might be the Org Chart for a Chief Administrative Officer?