

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 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 select person.**

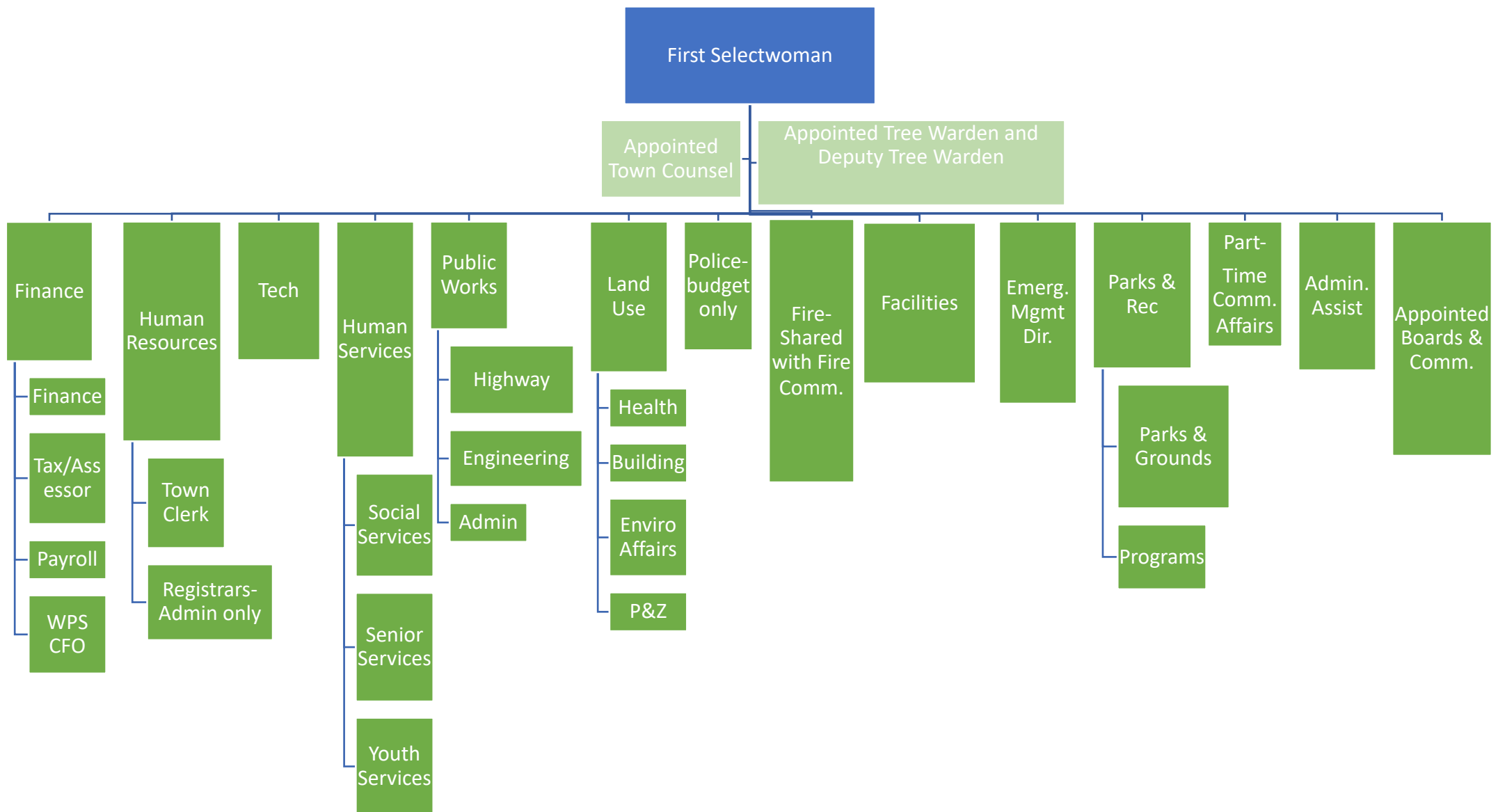
Identified Need in the First Selectperson's Office

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/department 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***

- 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***

- 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/>

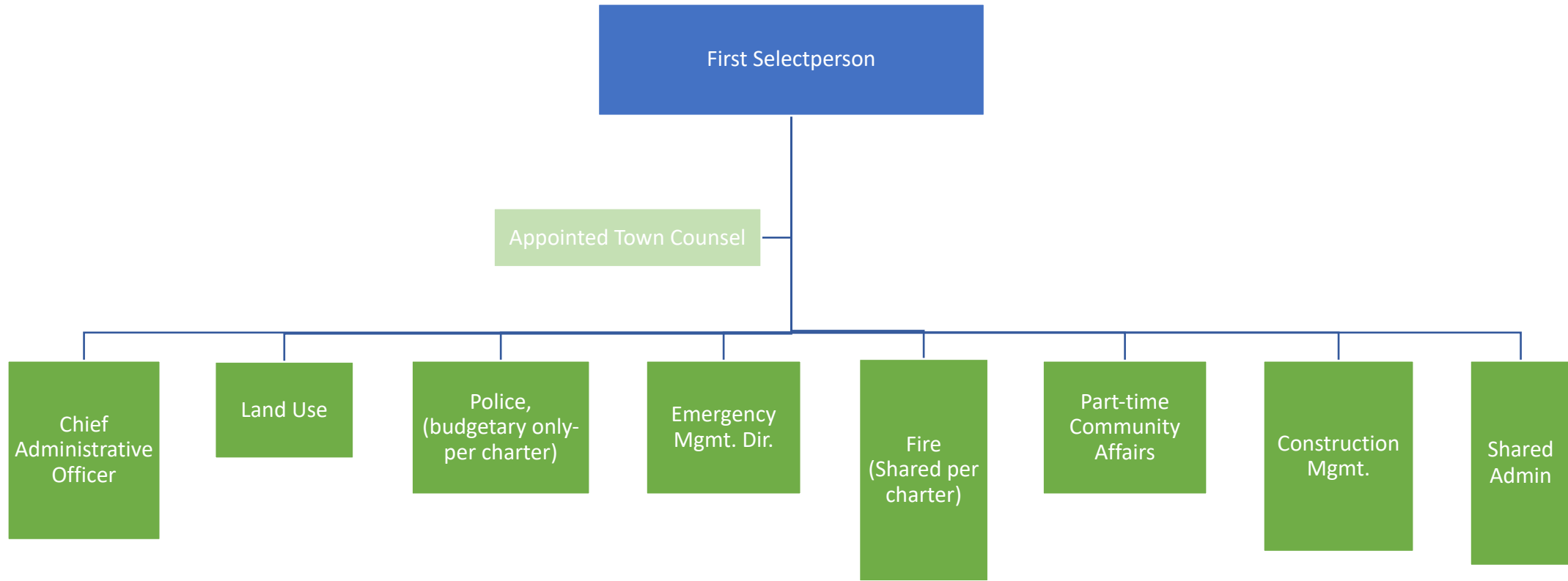
Role of the Town Manager

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>

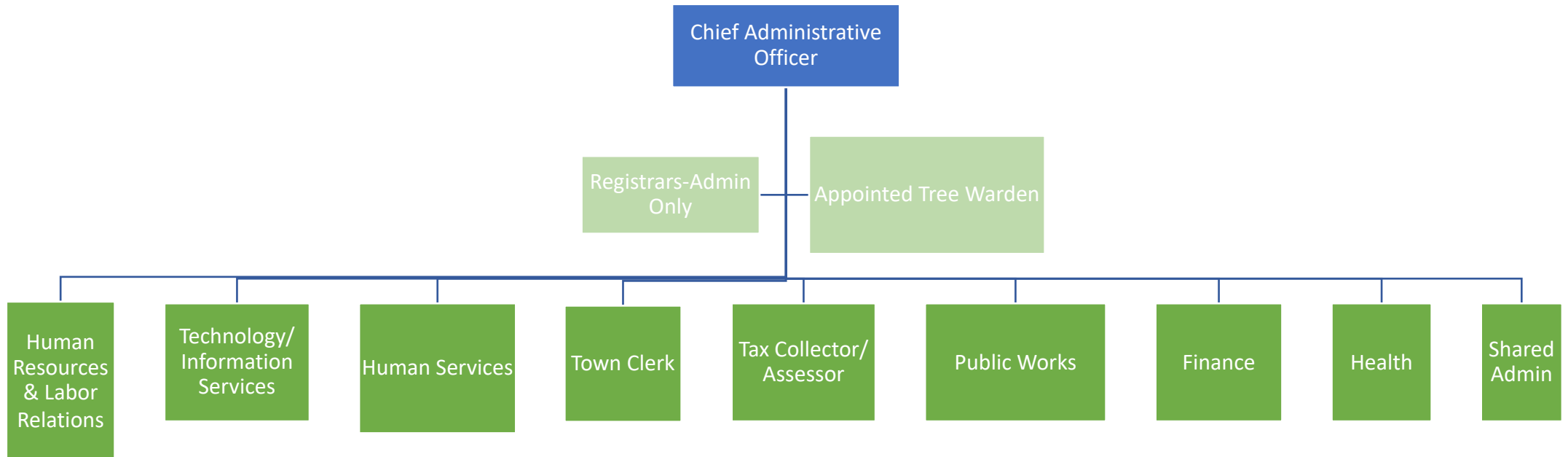
- *“A town manager is a **municipality’s chief executive officer (CEO)**. In most municipal forms of government, the CEO (e.g., the mayor or first selectman) is elected. But **town managers are hired by the municipality’s legislative body** (generally a town council or board of selectmen).*
- *The council-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