



# Warner Board of Selectmen

## Work Session Meeting Minutes

### Tuesday, August 6, 2019

#### APPROVED

**1. Open Meeting** Chairman Carson opened the meeting at 7:00 pm.

Attendance: Selectman Clyde Carson – Chairman, Selectman Kimberley Edelmann, Selectman Judy Newman-Rogers

Others present: Martha Mical, John Leavitt

## **2. Town Administrator Job Description**

**A.** The Board worked on the job description for the Town Administrator. Kimberley took the July 9 version of the TA job description and incorporated Judy's edits as follows:

### **GENERAL SUMMARY**

Responsible for a wide variety of general management *and administrative* functions *for the Board of Selectmen* and ~~coordinates the administrative functions of the Selectmen's office in accordance with~~ *Federal and State* the Laws of the State of New Hampshire, town *and* policies and ordinances *of the town*.

Serves as primary *liaison to* ~~coordinator~~ and representative of the Board of Selectmen to department heads, boards, commissions and the general public. ~~Interprets,~~ *to communicate and insure* ~~communicates and insures~~ implementation of *and compliance with* the Board of Selectmen's directives, and *policies of the town and laws of NH*.

Works under the broad supervision of the Board of Selectmen, ~~but carries out duties with a~~ *level* great deal of independence, *and* ~~personal technical judgment, and within the laws of the State of~~ New Hampshire.

### **ESSENTIAL DUTIES AND RESPONSIBILITIES**

#### **General Administration**

- Coordinates the daily administrative functions of the Office of the Selectmen.
- ~~Serves as liaison between the Selectmen and town departments.~~
- Supports the Board of Selectmen in a variety of technical and administrative capacity on a variety of issues regarding budget, funding, development of procedures for effective management, long-range planning, development of goals and appropriate programs and the establishment of open and candid public relations/awareness programs.
- *Supports department and committee requests for assistance* ~~Directs advertising and legal requirements for all departments and committees on request.~~
- Coordinates the preparation of agreements and contracts.
- ~~Supervises the preparation of the weekly agenda and gathers pertinent supporting data. Oversees the weekly expenditure and account posting of the manifest.~~
- Attends all Selectmen's meetings. *Coordinates with the Selectmen Chairman on the agenda and gathers pertinent support data for the selectmen prior to the meeting.*
- ~~Supports and advises the Board of Selectmen in all municipal areas.~~
- Attends conferences, seminars, and meetings relating to municipal *government* management.
- Makes presentations at public meetings and local groups as requested.
- Studies trade publications and pertinent internet sites to stay informed as to changes in laws that affect the Town and to learn of programs that may benefit the community.
- Arranges meetings at the request of the Selectmen.

## Town Reporting

- Prepares routine and cyclical reports for submission to Town, State, and Federal Organizations.
- Plans, organizes, and prepares the Town's Annual Report, including gathering, ~~and~~ compiling report information, reviewing, ~~and~~ editing submitted departmental reports, and proofing the report **Report** prior to submission to a printer.
- Selects firm used for printing of the Annual Report.

## Finance Management

- Prepares Warrant for annual Town Meeting. Consults with Town Attorney and Department of Revenue Administration as necessary for correct format and wording of Warrant Articles. **and attends** Attends Town Meetings, **to provide input** providing input and information upon request.
- ~~Assists department heads in budget preparation and coordinates preparation of the Town budget and its daily administration.~~
- ~~Analyses expenditure trends and reports potential problems to the Selectmen. Monitors department budgets to avoid over expenditure.~~
- Coordinates preparation of the annual Town budget and its administration. Assists department heads in budget preparation as requested. Monitors expenditures and reports potential problems to the Selectmen.
- Oversees completion and submission of required budget forms and reports. **Assists in annual financial audit.**
- Establishes procedures for ~~and coordinates all purchasing, to include the reviews~~ of all purchase requisitions and the ~~drafting of~~ **drafts** specifications and the ~~evaluation of~~ **evaluates** competitive bids received.
- ~~Keeps abreast of and researches~~ **Researches** Federal and State programs that make **for** funds available to municipalities and ~~makes recommendations~~ **recommends the application of such funds** to the Board of Selectmen as to the application for such funds.
- **Seeks out grants, prepares** Prepares grant applications when directed by the Board of Selectmen and coordinates grant proposals to ensure that each proposal is consistent with Town policies, State and Federal laws.
- ~~Provides monthly finance updates to Board of Selectmen.~~

## Technology

- Maintains a working knowledge of the Town's financial software and systems.
- Manages Warner's IT infrastructure
- Has user level skills in Microsoft Office or comparable software such as LibreOffice
- Works with Town IT support to:
- Recommend and implement **good business** policies, and procedures **and practices** to ensure good business practices and adequate systems security.
- Ensure **Maintains current** information is current on **the** town website.
- Identifies IT resource needs to the Selectboard.
- Prepares and maintains a technology plan that can be included as part of the annual budget preparation.

## Project Management

- **Manages identified projects at** At the direction of the Board of Selectmen, ~~manages~~ identified projects.
- Develops timetable for town programs and services.

## Personnel Management

- Manages overall Human Resource functions.
- Conducts ~~staff meetings~~ **regularly scheduled** with all department heads. **meetings and as needed, meetings of all employees.**

- With approval of the Board of Selectmen, performs **Performs** the HR / personnel **Personnel administrative functions related to** of employee hiring, evaluation and discipline. Attends to **Schedules periodic refresher and new department-related** training needs of department heads in administrative, personnel, and financial procedures. **Provides assistance and research to** Advises Selectmen on personnel matters. Enforces **Ensures compliance with all** personnel policies of the Town. **and State and Federal Labor Laws.**
- Manages **Annually reviews** insurance programs and ensures that Warner complies with the New Hampshire labor laws. **plans and researches options that legally and prudently meet the requirements and obligations of the town.**

### **Customer Service**

- Answers public inquiries, **requests** and complaints, as directed by the Selectmen **and as a representative of the Town of Warner.** Notifies Selectmen of inquiries and complaints as necessary. Attends public meetings as schedule permits.
- Represents the Selectmen whenever they are unavailable. and monitors **Monitors** the activities of **appointed** committees appointed by the Selectmen. Oversees the **compliance with the** requirements of RSA 91-A "The Right to Know Law" in regards to the dissemination and notifications requirements for all **Town** departments, committees and **boards.** board of the Town of Warner. Prepares press releases and reports as required under the guidelines of the Board of Selectmen. Handles Selectman's correspondence and prepares responses as needed **appropriately.** Makes **Schedules** appointments **as required** for Selectmen.

### **OTHER DUTIES AND RESPONSIBILITIES**

Performs other related duties as requested.

**SUPERVISORY CONTROLS** The supervisor provides administrative direction with assignments in terms of broadly defined missions or functions. The employee has responsibility for planning, designing and carrying out programs, projects, studies or other work independently.

Results of the work are considered as technically authoritative and are normally accepted without significant change. If the work should be reviewed, the review concerns such matters as fulfillment of program objectives, effect of advice and influence of the overall program or the contribution to the advancement of technology. Recommendations for new projects and alterations of objectives are usually evaluated for such considerations as availability of funds and other resources, broad program goals or organizational priorities.

**GUIDELINES** Guidelines are broadly stated and nonspecific, i.e., broad policy statements and basic legislation which require extensive interpretation. The employee must use judgment and ingenuity in interpreting the intent of the guidelines that do exist and in developing applications to specific areas of work. Frequently, the employee is recognized as a technical authority in the development and interpretation of guidelines.

**COMPLEXITY** The work typically includes varied duties requiring many different and unrelated processes and methods such as those relating to well-established aspects of an administrative or professional field. Decisions regarding what needs to be done include the assessment of unusual circumstances, variations in approach and incomplete or conflicting data. The work requires making many decisions concerning such things as the interpreting of considerable data, planning of the work or refining the methods and techniques to be used.

**SCOPE AND EFFECT** The work involves establishing criteria; formulating projects; assessing program effectiveness; or investigating or analyzing a variety of unusual conditions, problems or questions. The work product or service affects a wide range of Town activities, major activities of industrial concerns or the operation of other agencies.

**PERSONAL CONTACTS** The personal contacts are with individuals or groups from outside the employing agency in a moderately unstructured setting (e.g., the contacts are not established on a routine basis; the purpose and extent of each contact is different and the role and authority of each party is identified and developed during the course of the contact).

**PURPOSE OF CONTACTS** The purpose is to plan, coordinate or advise on work efforts or to resolve operating problems by influencing or motivating individuals or groups who are working toward mutual goals and who have basically cooperative attitudes.

**SUPERVISORY AND MANAGEMENT RESPONSIBILITY** Department heads at this level have final responsibility and authority for the accomplishment of objectives, utilization of resources and personnel administration decisions within a major jurisdictional subdivision. They are accountable for the effective and efficient management of work to achieve goals and objectives. They usually receive guidance in the form of approval/denial on matters of policy, service levels and goals or objectives from higher authorities.

**DESIRED MINIMUM QUALIFICATIONS**

**Education and Experience**

Bachelor's degree in Administration, Public Administration, Management or related field; Master's preferred. Five years administrative experience, preferably in a municipal setting; OR any equivalent combination of experience and education which demonstrates possession of the required knowledge, skills and abilities.

**Knowledge, Skills and Abilities**

- Ability to plan, organize, assign, supervise, inspect and coordinate the work of professional and technical personnel engaged in preparing comprehensive research studies, analyzing problems, preparing technical reports and formulating recommendations.
- Ability to delegate responsibility.
- Ability to speak, listen, write and communicate effectively.
- Ability to establish and maintain effective working relationships with the employees, officials and the public.
- Ability to deal with public relations problems courteously and tactfully.
- Ability to re-direct and deescalate emotional or volatile situations.
- Knowledge of financial reporting and bookkeeping practices.
- Knowledge of state statutes dealing with town administration.
- Skill in personnel administration functions such as hiring, firing, promoting, training, etc.
- Strong familiarity with town office administrative procedures.
- Strong Leadership and communication skills are required.
- Strong skills in Microsoft Office or comparable software suites such as LibreOffice.

**SUPERVISION EXERCISED**

Works as a liaison between department heads and the Board of Selectmen, facilitating communications between the Board of Selectmen and the Department Heads and provides necessary administrative resources and guidance to Department heads and staff. Directly or through subordinate supervisors, supervises administrative staff as directed by the Board of Selectmen. Carries out all supervisory functions in accordance with Town's rules, policies and applicable laws. Provides technical support and direction to the Board of Selectmen on hiring, dismissal and disciplining of employees subject to Board of Selectmen approval. Prepares recommended personnel evaluation of department heads.

**LICENSING AND CERTIFICATION**

None

**TOOLS AND EQUIPMENT USED**

Computers, calculator, copier, fax machine, phone, digital camera, business software and other general office equipment.

## **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 stand; walk; sit; use hands to finger, handle, or feel; reach with hands and arms, speak, see and hear. Employee must occasionally lift/move up to 25 pounds.

## **WORK ENVIRONMENT**

The work environment 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.

Work is primarily performed in office setting. Attendance at night meetings is required. Some travel to offsite locations may be required. Stress may occur due to regular exposure to Public and scope of position.

**External and internal applicants, as well as position incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case by case basis.**

**B.** Clyde said he has read all the versions of the Town Administrator job description and thinks a job description should be a high enough level so that the Board can utilize the Town Administrator position in the way the Board of Selectmen see's fit and for future Board's as well. If there are details to put together the Board can always do so as this is part of what we need to accomplish and the goals the Board wants the Town Administrator to do. Clyde said he doesn't have a problem with the content in any of the Town Administrator job description versions.

**C.** Judy said it almost sounds like the job description should be shortened, or more of the specific things removed so they can be applied when they should be, less specifics and keep it general. Clyde said he tends to lean towards that, but should be kept consistent with the other job descriptions that are fairly detailed. Kimberley said that was the challenge a couple of years ago the fact that some of the job descriptions were so general, things had creep-ed into jobs over time. That's why Thornton & Associates interviewed all the employee's to find out how the jobs had changed and documented it. The Board could do the same in a couple years time if the Town Administrator's role expands or be specific now with the effort to keep the job from creeping into a bigger job as has happened in the past.

**D.** Clyde recommends working with the merged version and fine tune it. Judy said we all liked the short job description that Hopkinton had. Kimberley said we took the general summary from Hopkinton, that was the good part of that job description that we all liked.

**E.** Kimberley said one of the items Judy recommended pulling out the July 9 version of the TA job description was something that Clyde had asked specifically to be in the job description under Finance, to provide monthly finance updates to the Board of Selectmen. Clyde would like to see that stay in the job description. Judy didn't have that in the version she was working with and agrees a monthly finance update is beneficial. Clyde said the job description is partly what the Board wants the job to be. But, it also has to appeal to people who might want to apply for the job. He said the General Summary section is critical in that sense and it reads good. Kimberley said the one item under General Summary that appears very general, is the last sentence, *Works under the broad supervision of the Board of Selectmen, with a level of independence, and personal technical judgment.* Clyde said that speaks to the fact that each Board will look at the position in their own way.

**F.** Kimberley asked who manages the insurance programs (Personnel Management). Clyde the Board does with the Town Administrator. Kimberley see's this as something the Town Administrator should be watching out for throughout the year. Judy suggested changing it to **reviews and researches insurance plans periodically.** Clyde said most companies are not going to provide on-going updated quotes, only on the renewal date. It will be changed to **reviews insurance.** Clyde recommended cleaning up anything grammatical in the job description, and maybe later do some tweaking.

**G.** John Leavitt said the first bullet under Customer Service, *Answers public inquiries, requests and complaints, as directed by the Selectmen and as a representative of the Town of Warner. Notifies Selectmen of inquiries and complaints as necessary.* John said when it is not necessary the Town Administrator cannot respond because there is now a directive from the Selectmen to do so. John asked if there will be no response to unnecessary inquiries and complaints? Kimberley said we can't make it so the Town Administrator can't respond to emails and questions without getting the okay from the Board on every single email and question. Judy said she thinks she was interpreting it as responses to complaints or inquiries would be responded in the way the Selectmen would like them to be responded in, as if the Board would be responding, that's how the Town Administrator would respond. Clyde said we want someone who is sensitive to the needs of the community. Kimberley noted that the Town Administrator's report during the Selectman's meeting is the report on what took place in the last 2 weeks. It will be changed to **Responds to public inquiries, requests and complaints and as a representative of the Town of Warner notifying Selectmen of inquiries and complaints as necessary.** Martha Mical asked why does it say as a representative of Warner. Judy feels it needs to be stated, the Town Administrator needs to remember that. Martha suggested it should read as, **As a representative of the Town of Warner responds to public inquiries, requests and complaints notifying Selectmen of inquiries and complaints as necessary.**

**H.** Clyde asked after the job description is cleaned up, where does the Board go from now. Kimberley said the job title needs to be determined. Clyde said he is in favor of the job title most town use, Town Administrator, he doesn't feel it could be advertised as anything else. Judy said does the Board see the title coming along with other things naturally because of the title, like the rate of pay, what the person in that position might think they should have for authority, control or responsibilities. Clyde thinks the person that will apply for the position will be an existing Town Administrator or someone who wants to be a Town Administrator or was an Assistant Town Administrator. **Kimberley said she can email the Town Administrator Association to see if anyone uses alternative job titles.** Clyde said there are currently 4 towns looking for a Town Administrator, if the town advertises with a similar job description as the other towns are advertising and Warner advertises as something people perceive as a lesser job position he doesn't feel the town will get a favorable response. Kimberley said or you're going to get people with lesser skills that don't meet the skill requirements that are listed. Clyde said if the Board wants to say there is a lot of capacity on the Board to fill in on some of the skills and get by with someone early in their Town Administrator career and let them develop in the position, that would be another way.

**I.** Kimberley said what the job description says is:

**DESIRED MINIMUM QUALIFICATIONS**

**Education and Experience**

Bachelor's degree in Administration, Public Administration, Management or related field; Master's preferred. Five years administrative experience, preferably in a municipal setting; OR any equivalent combination of experience and education which demonstrates possession of the required knowledge, skills and abilities.

This is not the qualification for a junior person looking to join government work. Judy asked how are the other towns doing advertising for the Town Administrator position. Clyde has heard it will be hard to find someone. Judy said she was thinking about the availability of applicants. She doesn't want a high rate of pay just to get someone. If the Board has a job description that is clear in what the Board wants and is titled something other than Town Administrator, it can always be changed to something else. At this time Henniker and Chester are looking for a Town Administrator. John Leavitt asked if the 5 years experience is necessary.

**J.** Kimberley said the Board has been working on this since April, she feels the people will know the Board has done the due diligence putting together a job description that makes sense for the town and if the town chooses a different title than Town Administrator, it's the job description and the service that will be provided to the Board of Selectmen that's critical. John asked if the town has to call the position Town Administrator because of the warrant article. Judy said she looked that up and the warrant article called for a Professional Administrator. Kimberley said the entire staff in the Town Hall are Professional Administrator's. A Professional Administrator is very generic. Clyde said the town has had a Town Administrator for the last 14 years. Judy said she doesn't disagree with the title as long as it is the job description that supersedes the job title.

**Board Action**

Chairman Carson made a motion to use the job description as refined for grammatical and syntactical errors and advertise the position as the Town Administrator. Selectman Newman-Rogers seconded the motion, all were in favor, the motion passed.

## **2. Advertising for the Town Administrator Position**

Kimberley will create an add for the Board to review.

## **3. Search for the Town Administrator**

The Board will create a search committee for the Town Administrator. The committee would be responsible for reviewing all the resume's, interviewing the candidates and making the recommendations to the Board. Kimberley wants to see the first pass of the resume's to go out to the committee members selected, then ask for their feedback and then sit down and create the short list. Clyde recommended each Board member write down a couple of qualities they are looking for to provide that direction to the committee members. Judy said it may be helpful to have a scoring cheat created to help with reviewing the resume's, similar to what was used when the previous Town Administrator was hired.

## **4. Adjournment**

Meeting adjourned at 8:00 pm

Board of Selectmen  
Clyde Carson - Chairman  
Kimberley Edelmann  
Judy Newman-Rogers

Recorder of the Minutes: Mary Whalen