

Response to the Government Study Committee' questionnaire  
Ted C. Alexiades, Interim Town Administrator

**1. Please state your position charge or job description.**

The Town Administrator is responsible for town operations as follows:

1. MUNICIPAL OPERATIONS MANAGEMENT
  - a. Manage Town operations in accordance with FY11 Town budget to include resolution of issues.
  - b. Manage communications between members of BOS ; and between BOS and Town Boards and Commissions
  - c. Insure compliance with Management Letter.
  - d. Manage citizen concerns and correspondence.
  
2. FY12 BUDGETING PROCESS
  - a. Deliver FY12 Budget Books to BOS and Advisory Committee by 25 Nov 2010
  - b. Insure accuracy and completeness in voted FY12 salary and expense figures:
    1. Limit number of revisions to original documents.
    2. Limit necessity for revotes to address late changes, with particular emphasis on size, scope and impact of such changes.
    3. Stay abreast of federal, State, regulatory changes that may impact FY12.
  - c. Evaluation by BOS with input from Advisory Committee.
  
3. FY12 TOWN WARRANT
  - a. By 1 Feb 2011, prepare the list of Town Warrant Articles.
  - b. By 25 March 2011, have the Warrant ready for transmission to printer.
  - c. Provide accurate rendition of entire warrant, operating budget and Capital Plan, including spell-checked text and consistent text formatting.
  
4. ISSUE MANAGEMENT
  - a. Manage BOS Meeting Agenda, by understanding and framing items.
  - b. Address individual Selectmen issues and provide feedback loop.

5. PERSONNEL MANAGEMENT:
  - a. Develop and maintain a staff management plan for the Town in accordance with budget dictates.
  - b. Insure adequacy of training of staff, including professional development.
  - c. Sustain with Personnel Board a wage and benefit policy consistent with Town Goals and Objectives.
  - d. Communicate regularly with Town Department, through meetings et al, and provide feedback loop to insure communications up to BOS and Town Meeting, across Departments, and within Departments hierarchy.
  
6. OTHER DUTIES AND RESPONSIBILITIES:
  - a. Manage other duties not considered here and provide a record of such events to BOS. Such a list may include emergent and non-emergent items

***2. To whom is your position accountable?***

The Board of Selectmen.

***3. What three things contribute most to the successful functioning of your position?***

1. Communication
2. Technical knowledge of municipal government operations
3. Time/Schedule management

***4. What three things would you change to bring about more effective functioning?***

1. Paramount to the continued success of Hingham's local government is the nurturing of its highly qualified paid employees, and similarly qualified volunteers, both elected and appointed. The industry of local government is in the throes of losing much of its talent as the "baby boom" generation moves into retirement. This phenomenon will affect our ability to attract both employees and volunteers. For the former, it would be advisable to revisit our compensation structure so that we have greater flexibility in attracting, motivating and retaining employees. With respect to volunteers, consideration ought to be given to extending the term of service, especially for those volunteers that serve in highly technical areas such as the Conservation Commission

so as to be able to better leverage the investment in time for the volunteer, and the cost of training/education born by the government.

2. The town has numerous elected boards that in addition to setting policy for their departments, also administer the day to day activity of staff and resources. During my 16 years with the town the latter has been a recurring source of exposure. Issues of employment litigation, efficiency and management of resources have been the recurring themes. The town ought to consider whether it feels it prudent to fold the day to day operations of elected boards into the overall town management structure, while retaining the policy making role of the elected boards.

**5. *What challenges do you anticipate that might impact the work of your department or committee in the future and what changes would you suggest for addressing those challenges?***

The town is face with the continual balancing of limited resources with demands that outstrip those resources, and the development of revised financial policies will be a boon to the efforts of maintaining that balance. As I noted above, employment will be our largest challenge going forward. Specific focus needs to be placed on succession planning across all segments of our government.

**6. *Do you have anything to add?***

I welcome the opportunity to engage in further discussions with the committee as you feel necessary.

Respectfully,

Ted C. Alexiades, CPFO  
Interim Town Administrator