



TOWN OF GROTON, CT
OUTSTANDING OPPORTUNITY
TO SERVE THE CITIZENS
AS THEIR NEXT TOWN MANAGER
“SUBMARINE CAPITAL OF THE WORLD”

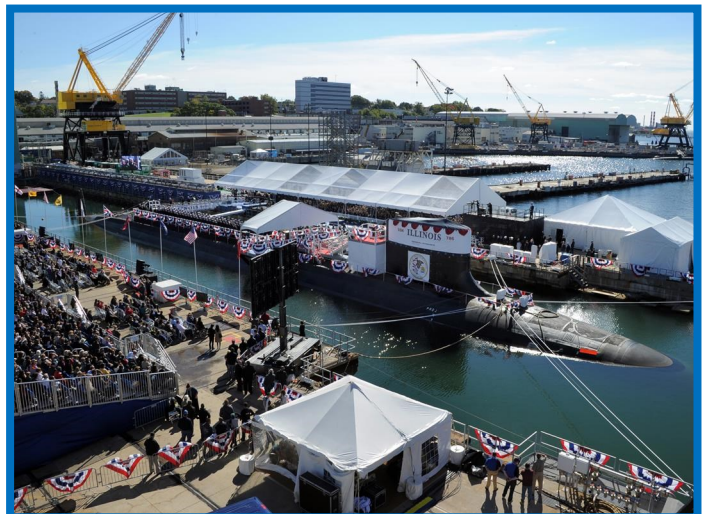
About Community & History

The Town of Groton lies on Fishers Island Sound between the Thames and Mystic Rivers where from times past its rugged hills and lush green woods have sloped down to sandy beaches and rocky shores. When Dutch explorer Adrian Block charted the coast in 1614, this was the stronghold of the Pequot Indians, Groton was settled by Europeans as part of New London when John Winthrop, Jr., came from Massachusetts Bay in 1646 to find Pequot Plantation at the mouth of the Thames. By 1705 the population east of the river had increased sufficiently for the General Court to allow the inhabitants to incorporate as a separate town, which they named Groton in honor of the Winthrop estate in England.

Early settlers were primarily farmers, but they turned early to shipbuilding and the maritime trade to supplement their livelihood scratched from the rocky soil. Groton vessels traded with Boston and New York and soon found their way to the West Indies and across the Atlantic. Groton is mid-way between Boston and New York via train or highway.

During the American Revolution, the town was active against the tyranny of King George, sending out privateers to prey on British commerce. Perhaps in reprisal for their success, superior troops led by the traitor Benedict Arnold attacked Fort Griswold on Groton Heights Sept. 6, 1781. The one-sided battle ended with a dreadful massacre of the brave American defenders. The site is marked with a 134-foot monument and is now Fort Griswold Battlefield State Park.

After the war, shipping and commerce boomed and mill wheels turned on every stream. Groton seamen sailed to the ends of the earth hunting seals and whales. Major shipyards developed. At West Mystic, Maxson & Fish built clipper ships and the Civil War ironclad Galena. After the war, in 1868, a Navy Yard was established on the Thames River, which during World War I was officially commissioned as a submarine base.



About Community & History (Cont.)

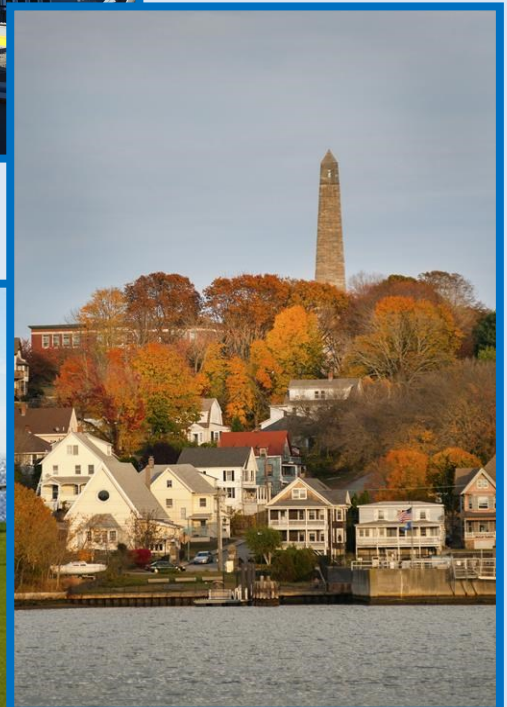
Groton became known as the Submarine Capital of the World when the Electric Boat Division of General Dynamics delivered 74 diesel submarines to the Navy in World War II. This was followed in 1954 with the launch of the USS Nautilus, the world's first nuclear-powered submarine, now permanently berthed at Goss Cove near the Submarine Base. The Town of Groton just celebrated a "Century of Submarines"

Today Groton is a regional center for commerce and industry in Southeast Connecticut while its shoreline location and its many historical sites have made the region a prime tourist attraction. Some of the highlights for Tourism include:

- ◆ Historic Ship Nautilus and Submarine Force Museum;
- ◆ Fort Griswold;
- ◆ Mystic River Historical Society;
- ◆ Downtown Mystic Shopping District;
- ◆ Esker Point Beach;
- ◆ Bluff Point State Park & Coastal Reserve Trail (over 800 acres jutting out into Long Island Sound);
- ◆ Project Oceanology (A year-round Marine Science education organization governed by local school districts in collaboration with universities and other educational institutions)
- ◆ Avery Point Campus of the University of Connecticut
- ◆ Jabez Smith House – 1783

Nearby Sites Include:

- ◆ Mystic Seaport
- ◆ Mystic Aquarium
- ◆ Coast Guard Academy
- ◆ Pequot and Mohegan Casino's



Form of Government

Since 1957, Groton has been governed by a Town Council-Town Manager-Representative Town Meeting (RTM) structure. This structure combines a modern professional approach with the traditional Town Meeting form.

The Town Council (a nine-member elected body) is responsible for determining policy and appointing the Town Manager to execute policies and administer the day to day affairs of the Town. The Council holds public hearings on the budget and sets the property tax mill rate. One of the nine members is appointed Mayor by the Council to serve as chairman of the Council's meetings and act as the Town's representative at ceremonial functions. Council members are elected for two-year terms. Each party nominates a full slate and the nine candidates with the greatest number of votes are elected.

The Town Manager is appointed by and is directly responsible to the Council and serves for no definite term, but at the pleasure of the Council. The Manager has the power to appoint and dismiss staff, subject to the merit system. The Town Manager is responsible for preparation of the general government budget. He or she accepts the Board of Education budget and presents a combined proposal for expenditures to the Council. Before approving the budget the Council must hold public hearings. Following approval, the Council sends the budget to the RTM (a forty-one-member elected body) for consideration and final approval.

In financial matters, the RTM must approve the budget before the Council sets the tax mill rate. The RTM must approve any items approved by the Town Council which have an effect of changing the budget by more than \$10,000. In most other matters, the RTM reviews the actions of the Council and has the power of initiative to institute legislation or force reconsideration of legislation already adopted. RTM members are elected by voting districts for two-year terms.

In addition to the Town Council and the RTM, Groton voters elect a Town Clerk for a four-year term and nine members of the Board of Education to four-year terms, as well as certain other officials.

The Town of Groton is unique in that it functions similar to a county government (even though there is no county government in Connecticut - only county lines). Many Connecticut and New England Towns/Cities have separate taxing/fire districts. However, the Town of Groton has a two political subdivisions with their own charters as well as six special districts that provide fire service and may also provide trash service and planning/zoning services.



Political Subdivisions

The City of Groton:

The City of Groton (changed from the Borough of Groton in 1964) was incorporated in 1903 to provide utilities, sewers, highways, fire and police protection. The City is governed by an elected Mayor, a six-member council, a City Clerk and a City Treasurer. The City Council and Mayor also serve as the Sewer Authority and they appoint members to the following: Zoning Board of Appeals, Planning and Zoning Commission, Utilities Commission, Conservation Commission, and Beach and Parks Commission. The City Council also appoints a City Attorney, a Director of Finance and heads of the police, fire, health and public works departments. City Mayor is head of Groton Utilities.

The Groton Long Point Association:

The Groton Long Point Association was incorporated in 1921 to provide road maintenance and fire and police protection. The Association elects a President, Vice-President, Clerk, and five directors who compose their eight-member Board of Directors. Also elected are a Treasurer and other boards and commissions. The Board appoints several other public servants including the police chief and fire marshal.

Special Districts

The Mystic Fire District:

The Mystic Fire District was incorporated by the legislature in 1879 to provide fire protection. This, the first such special district created within the Town of Groton, includes the Village of Mystic situated in two towns – Groton and Stonington. This district has no full-time employees, but does operate a sanitation service on a contract basis and has a clerical assistant to provide services to Stonington residents.

The Noank Fire District:

The Noank Fire District was established in 1929 to provide fire protection. Voters elect a Clerk, Treasurer, and members of four governing committees. Other appointed officials are the paid members of the fire department, legal counsel, members of the Zoning Board of Appeals, and the Water Department personnel.

The Poquonnock Bridge Fire District:

The Poquonnock Bridge Fire District was established in 1943 and expanded in area in 1962, to provide fire protection. Voters elect a Clerk, Treasurer and a seven-member Executive Committee which then appoints the Fire Chief, Deputy Chief, Fire Marshall, Fire Inspector and twenty-seven full-time firemen. There is no other governmental function of this division.

The Center Groton Fire District:

The Center Groton Fire District was organized in 1960. The voters elect a President, Vice-President, Secretary, Treasurer and a five-member Board of Directors. The President and the Board of Directors appoint five fire officials. There are no services provided other than fire protection.

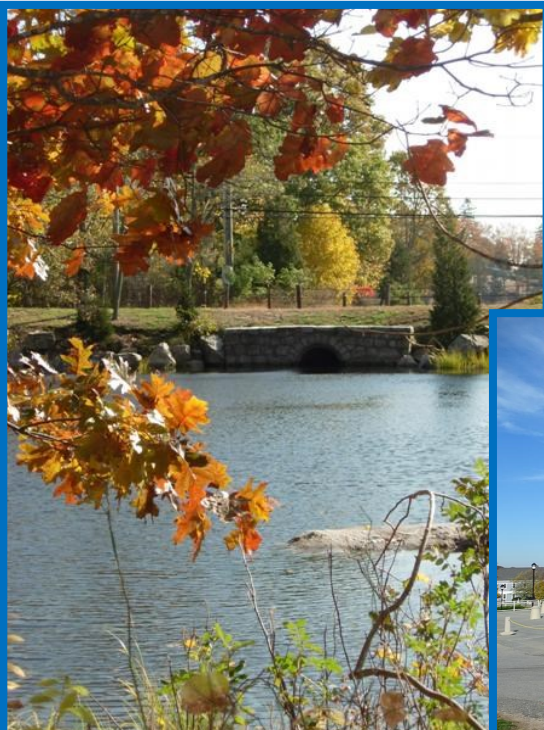
The Old Mystic Fire District:

The Old Mystic Fire District was established in 1961 and provides fire protection. The Voters elect a President, Vice-President/Clerk, Treasurer and a twelve-member Board of Directors, six each from Groton and Stonington. The Directors appoint a Tax Collector and two fire marshals. Beginning in July, 1991, the Town of Groton began collecting taxes for those residents who reside on the Groton side of the Old Mystic Fire District.

The West Pleasant Valley Fire District:

The West Pleasant Valley Fire District was established in 1961 and elects a President, Vice President, Secretary, Treasurer and a five-member Board of Directors. There are no appointed committees or employees and the fire service is contracted from the City of Groton.

Naval Sub-Base also functions as its own community (federal land-nontaxable) managed by the Captain of the Base. The Base provides its own fire, security, recreation, facility management, public works, and various other services required to operate the Base. The Naval Base is a cooperating partner with the Town of Groton & City of Groton in providing mutual aid for both police and fire services as needed.



Overview of Municipal Services for the Town of Groton

Town Manager supervises all department heads listed below and also supervises the Manager of Information Technology and the Director of Office of Emergency Management (Police, Fire, Ambulance Dispatch and Emergency Management Services). A major function of the Town Manager is to prepare the Town Budget for the Town Council.

FY 2017 Adopted Budget

Town Operations	\$ 31,948,788
Education	\$ 76,468,239
Subdivisions	\$ 4,984,413
Capital/Debt Service	\$ 5,711,757
Outside Agencies	\$ 2,020,053
Contingency	\$ 425,000
Total	\$ 121,558,250

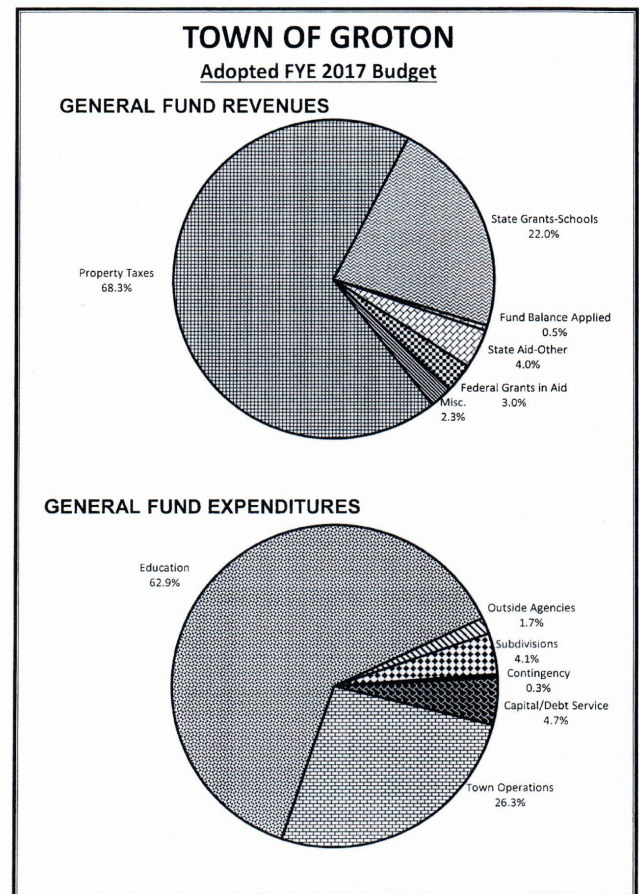
Finance Director manages the accounting, purchasing, audit and budgetary services for the Town. Finance is also responsible for Assessment and Revenue Collection for the Town and all political subdivisions and special districts. The Town has AA+ bond rating from Standard & Poor's

Human Resources Director manages employment, training and development, benefit administration, risk management and labor relations for 261 FTE's (5 unions & 42 non-union positions).

Human Services manages three divisions; Groton Social Services, Youth and Family Services, Family Support Center. These services are provided to citizens of the Town of Groton and the political subdivisions.

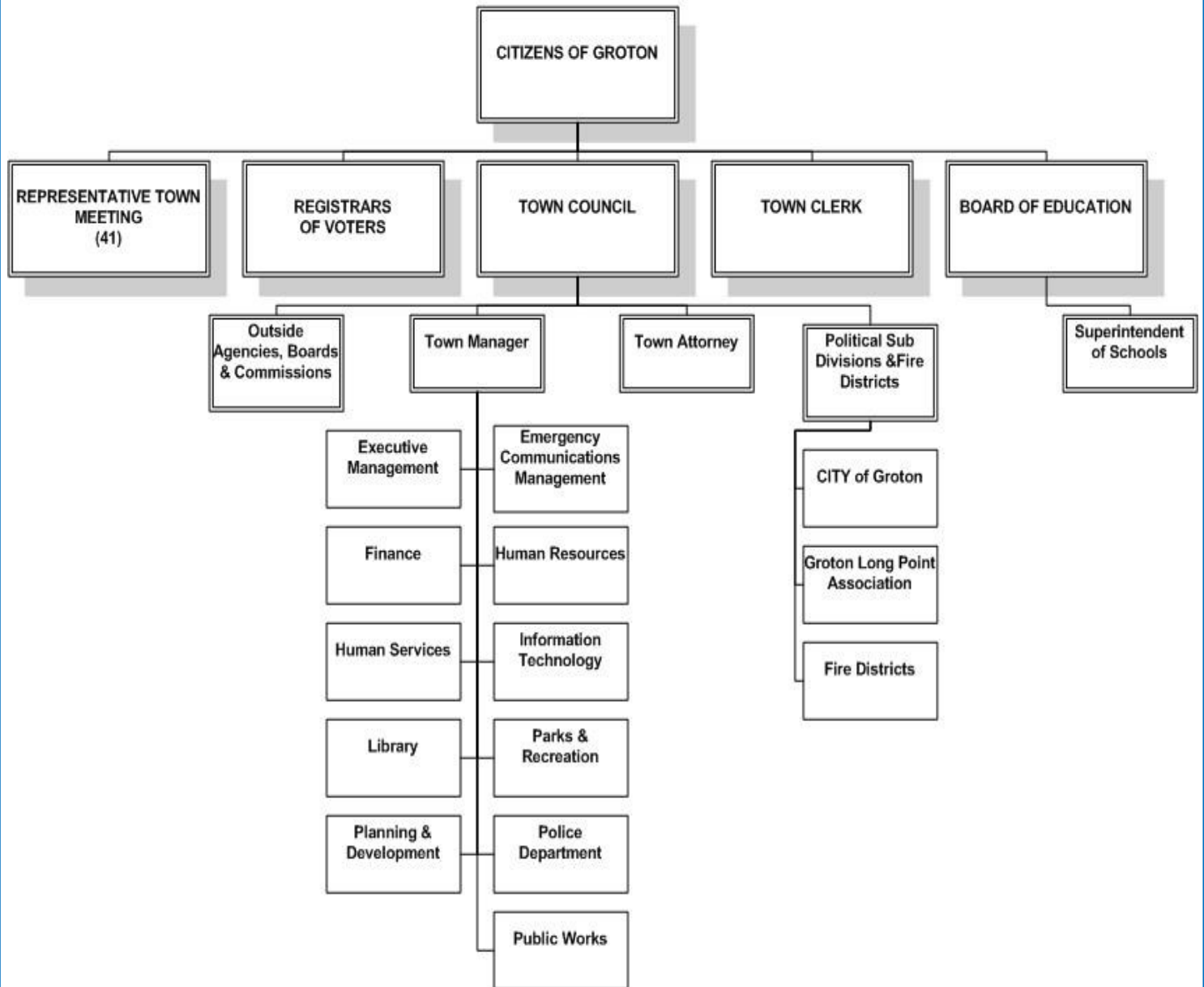
The Town Library is currently under renovations which will provide more room for a recently donated historical collection, upgrade the HVAC systems, add a computer lab, etc. Citizens can use two other non-profit libraries located in the City of Groton and Mystic and any Library in the State with a Town of Groton Library Card.

Parks and Recreation Director manages four divisions – Recreation, Parks, Senior Center and the Shennecossett Golf Course. See the web site for the details of the robust programs provided by the Department



Town of Groton, Connecticut

Organization Chart



Municipal Services (Cont.)

Director of Planning and Development Services manages the divisions of Planning/Zoning, Inspection Services and Economic & Community Development. The comprehensive plan of development was recently updated. The Town has also invested in new economic development efforts through a market analyst, branding efforts and citizen survey to develop an Economic Development Plan for the future.

The Groton Police Department is responsible for law enforcement, protection of property, animal control, marine safety, school crossing guards with four divisions- Records, Patrol, Detective and Special Services such as training, community education (DARE), juvenile matters and crimes against the elderly. Legally the department has jurisdiction for the entire Town. It works closely with both the City of Groton and Groton Long Point Police Departments.

Municipal Services (Cont.)

The Public Works Director manages seven divisions – Administration, Engineering, Public Buildings/Facilities, Roads/Streets, Waste Water Treatment (collection & treatment), Fleet Maintenance, Solid Waste (recycling, transfer station, contract for resource recovery, certifies private contractors for trash collection). The Department coordinates with the City of Groton and Groton Long Point Public Works departments.

Utilities are provided to the citizens as follows:

Electricity – City of Groton Electric Department or Eversource

Water – City of Groton Utilities or Aquarion Water Company

Sewers – City of Groton Utilities or the Town of Groton Public Works Waster Water Division

Economic Development Opportunities

Groton a community of 41,000, is home to over 1000 businesses including the U.S. Navy Submarine Base, General Dynamic's Electric Boat and a number of supplemental manufacturing companies that support the "Submarine Capital of the World." Electric Boat just announced a \$1.5 billion expansion to build the Navy's Virginia Class submarines over the next 10-20 years. This will bring 4,000 new jobs to Groton to supplement the existing 10,000 jobs already at Electric Boat.



Groton is also a major center for Biotech. Pfizer Company has its premier research development in Groton. It covers 160 acres and has more than 3000 employees plus an equal number of consultants.



Groton's central seaside location opens up a wealth of possibilities. Surrounded by water on three sides (the Mystic River, Thames River and the Atlantic Ocean), the community enjoys all the advantages that water access brings including close proximity to a deep-water port. The Town's marine cluster includes a significant number of smaller support companies such as; marine surveyors, salvage experts, marine engineers and architects. Other science industries can be supported by Avery Point Campus of the University of Connecticut with an emphasis on Marine Sciences.



Economic Development Opportunities (Cont.)

Groton is ideally located for businesses. Both New York and Boston are under two hours away by train while Providence, Rhode Island, Hartford, and New Haven Connecticut are all within an hour's drive. Commuter trains provide easy access to nearby cities. More than one million people take advantage of these public transit options each year. I-95 and I395 both run directly alongside the Town. Groton's New London Airport (located in Groton) accommodates both charter aircraft and general aviation.

Groton has over 500 acres of privately held industrial land including locations adjacent to I-95. Groton's Enterprise Zone encompasses 1800 acres of land which is primarily zoned industrial and commercial. The Enterprise Zone program is state/local partnership that provides a variety of tax incentives and state grants to firms that build, move or expand in the Zone area. The Town is also working on Tax Incentive Financing (TIF) to improve the downtown/retail district with mixed use development.

Groton Assets and Demographics

- * Available Industrial Land
- * Airport, Rail, Highway and Port Access
- * Low stable Tax Rate
- * Located Midway between Boston and New York
- * Skilled Work Force
- * Quality Education Systems
- * Enterprise Zone
- * Median Age 32
- * Land Area 31 square miles
- * Town Property for Sale for new developments
- * Diverse Population – 27% minority
- * Top Five Grand List Properties – Pfizer, Electric Boat Corp, Ledges Groton#199Y LP, Groton Development Assoc., Exit 88 Hotel LLC
- * Major Employers – Pfizer, Electric Boat, Naval Submarine Base, Marriott Mystic Hotel & Spa, Naval Ambulatory Care Center.



Town Manager Responsibilities

The Town Manager is the Chief Executive Officer of the Town and is directly responsible to the Town Council for the administration of all departments, agencies and offices and personnel in accordance with the Charter. The Town Manager appoints and removes all Department Heads except for elected officers or elected department heads. Department heads when delegated such authority by the Town Manager shall appoint and may remove their department personnel in accordance to personnel regulations.



The Town Manager shall:

- ⇒ See that all laws and ordinances governing the Town are faithfully executed;
- ⇒ Shall make periodic reports to the Council and shall attend meetings with full right of participation in its discussion but without the right to vote;
- ⇒ Shall prepare and cause to be printed as soon as possible after the close of the fiscal year, an annual town report, which report shall include all the information required by the CT General Statutes and such other information as the Town Manager deems advisable;
- ⇒ Shall recommend to the Council such measures as the Town Manager deems necessary or expedient
- ⇒ Shall keep the Council fully advised as to the financial condition of the Town;
- ⇒ Shall prepare and submit to the Council an annual budget;
- ⇒ Shall perform such duties as may be required of the Town Manager by ordinances or resolutions of the Council;
- ⇒ During emergencies, the Town manager shall expend the necessary funds to assure the smooth operation of town business and the health, safety and well-being of the Town and its residents.

Ideal Candidate will:

- Be a professional, strong and fair leader who holds the staff accountable
- Promote Town economic development efforts to grow the grand list and revenues through grants and other methods
- Develop and implement efforts to consolidate services or find new and efficient ways to manage Town operations and reduce expenditures
- Be a team and consensus builder with staff and the Council as well as the Town's political subdivisions and regional agencies
- Be courageous enough to think outside the box with strategic and entrepreneurial thinking
- Have good organizational skills, including strong budgeting skills
- Be adept at public speaking and transparent in the dissemination of public information
- Take the lead in assisting the Town Council to develop quality policies, including providing thorough staff work and making sound recommendation
- Have understanding and knowledge of how to implement the communities upcoming large capital projects in schools and IT software master plan
- Motivate and promote critical thinking in department heads and staff to provide effective and efficient services for the Town of Groton as one team
- Serve as facilitator and mediator with all the various intergovernmental agencies (i.e. political subdivisions, districts, council of governments, state government, etc.)
- Represent the Town with the small and large businesses and at community events
- Be a good communicator – have great listening skills, spread good news about the Town, be transparent about the government with citizens, departments and the Council
- Be a leader and manager that provides options, makes decisions, delegates work, builds a team and implements projects
- Able to successfully assist Electric Boat with their expansion with appropriate infrastructure improvements and land use assistance as needed.

Challenges and Opportunities

- ◆ Budget cuts have been made in the past couple of years partially due to the loss of a building on the Pfizer Campus which sent a wakeup call to the community to diversify its economy.
- ◆ Need to find creative ways to reduce costs and increase revenues sufficient to sustain the great services provided by the Town of Groton.
- ◆ Need to assess current operations and methods and develop improved and more efficient and effective ways of providing services. Possibly through consolidation efforts with the Board of Education various political subdivisions and/or neighboring communities. Develop options, recommendations, and implementation plans for these efforts.
- ◆ Market Analysis was completed by consultants for the Town which was supported by the Council to develop a strategy for the Town of Groton's growth and economic efforts such as: affordable housing for the new influx of Electric Boat workers; focus on small and medium businesses; selling excess Town properties and mixed use development in the downtown.
- ◆ \$184 Million School approved referendum project to build a new Middle School and renovate the two-old middle schools as elementary schools and to decommission three old and inefficient elementary schools that are out of date and expensive. The new school will allow the expansion of the International Bachelorette Program to the Middle School along with the High School.
- ◆ Implementation of a consultant's report to upgrade the software systems for the whole town with a \$1.5 million Capital Improvement Project (CIP) -Enterprise Resource Plan – (ERP)
- ◆ Need to promote Groton to businesses, developers and citizens to help move the community to the next level.



Qualifications for Town Manager

Minimum requirements for the position are a Bachelor's Degree in Public or Business Administration or similar with a preference for a Master's Degree combined with at least 10 years of government management experience preferably as a chief executive or full range assistant. Knowledge and experience with labor relations, economic development, role of technology in government, and large capital improvement projects required. Experience with a Military Community and experience working with various levels of government districts and regional agencies is a strong plus. Or any equivalent experience, education and knowledge. ICMA-CM preferred.

Compensation and Application Process

Open and competitive beginning salary DOQ;s supplemented by an excellent fringe benefit package.

Benefits negotiable – similar to management employees

Moving expenses negotiable

ICMA Retirement Corporation Plans

Residency is required within 6-9 months of appointment per Town Charter

For more information see the Town Web Site : <http://www.groton-ct.gov>

Town of Groton is Equal Employment Employer/AA

If you are interested and meet these qualifications and want to be considered for this exceptional career opportunity, please mail or email your resume and cover letter by March 3, 2017. If you have more questions about the Town of Groton operations, services, challenges please call for more details. Top candidates will be asked to complete a questionnaire so early applicants will have more time to prepare responses

Send your materials or call for more information to:

Ms. Randi Frank
Randi Frank Consulting, LLC
7700 Hoover Way
Louisville, KY 40219
203-213-3722
randi@randifrank.com
www.randifrank.com

Robert Slavin
Slavin Management Consultants
770-449-4656
Fax 770-416-0848
slavin@bellsouth.net
www.slavinmanagementconsultants.com

