

DRAFT 2/1/2018

Document for stimulating discussion at a February 10, 2018

Charter & Code Review Ad Hoc Committee and Town Commissioners Joint Workshop

Roles and Responsibilities

Some overarching questions:

- Should we be amending the roles and responsibilities imbedded in the Town Code first or, possibly, contemporaneously?
- Should we define “Town Council”?
- Need to fix obvious gender bias everywhere
- Do we need to amend “by majority vote of the Town Commissioners”(e.g., at least 3 votes) to “by majority vote of the Town Commissioners present” (e.g., possibly 2 votes) everywhere, or in most instances?
- Consider defining as a “Council-Manager” form of government . As one of the most common forms of local government, a council-manager governing body means the city hires a professional city manager to administer the daily affairs of the city with the oversight of the city council. Usually small in size, the councils hold responsibility for establishing governmental policy and for supervising the city manager.
(<https://www.gmanet.com/Advice-Knowledge/City-Clerk-Handbook/City-Charters.aspx>)
- Possibly simply define roles and inter-relationships of town manager, mayor and commissioners in the charter and provide working details in the code?
- There is a lot of similarity between the older charters of Rehoboth and Bethany. Should we strive to mirror them, or write a 21st Century version?

Section 14 Duties and Powers of the Mayor

General thoughts:

- Increase term of mayor to 2 years to establish continuity?
 - Have the mayor elected directly by the voters?
 - Elevation of the function of Mayor to full-time Administrator (as Rehoboth)
 - How would this affect the responsibilities of the other commissioners?
 - Discussion of the duties of the Mayor is well written, and I'm certain that we will discuss how to improve on all these topics together in our meetings.
 - Add: “The mayor can be removed and replaced by another Commissioner by a majority vote by the Commissioners (or Commissioners present) at any time.”
 - Consider: paying the mayor; how much? When determined?
- a. Swearing in
 - b. Identified as CEO
 - Establishes the mayor as the “chief executive” (lower case), but doesn’t embellish on what is meant by this. Also called President of the Commission and presider of the Commissioners.
 - Should there be an overarching description of what is meant by this term? One suggestion follows:

- i. The presiding officer of the Town Council shall have the title of 'Mayor'. It shall be the duty of the Mayor to preside at all meetings of the Town Council, to serve as the head of the Town government for all ceremonial purposes or for purposes of military law; to appoint committees, subject to council confirmation, and to perform such other duties as may be prescribed by any ordinance or resolution adopted by the Town Council. The Mayor shall have the same right as other Council members to vote on all matters and may at any time appoint another Council member to preside if he desires to make a motion, move the adoption of a resolution, second either. or debate any question from the floor. and may thereafter immediately resume his duties as presiding officer. (language from Bethany Charter.)
- Conceives of the temporary appointment of a “President Pro Tempore”, but doesn’t define how such appointment is made nor really detail what responsibilities this function holds
- Provides for the execution of agreements, contracts, etc approved by the commissioners
 - i. There was a suggestion to strike this sub-section
- Requires the appointment of at least one commissioner to each department or division of the town government created by the commissioners.
 - i. What exactly does this mean?
 - ii. consider amending to replace “appointed to each department” to read “appointed as liaison between the Town Commissioners and each department”
 - iii. Why liaison? A Commissioner liaison would provide a knowledgeable voice on the Council for issues affecting each department but would not have direct charge of the department or have the authority to make or change decisions about the operation of the department.
- Ex-officio member of all committees
- It is the duty of the mayor “to see that the town’s laws and ordinances are faithfully executed”.
 - i. What does this mean? This is either nothing or a big deal, but which is not clear.
 - ii. How does that relate to the responsibilities of the town manager to explicitly direct the police department and enforce town code?
- This section explicitly anticipates the mayor personally holding town assets.
 - i. When might this happen and is this a desirable occurrences?
- Perform all duties imposed by this charter
 - i. What other duties are imposed that are not included in Section 14? If there are others, should they be included herein?
- Power to administer oaths and affirmations; to solemnize marriages
- c. Same rights as other commissioners
 - Do we need to add other authority, e.g., to act on behalf of Town without prior Council approval for a sudden emergency?
- d. Expiration of term details

Section 15 Town Manager (Process and Requirements)

General thoughts:

- Defines the processes related to the establishment of qualifications, appointment/removal and duties of the town manager.
- Doesn't really discuss such qualifications nor indicate where they might be found. What are the minimum requirements for a town manager for Dewey Beach in the 21st Century? At a minimum: excellent communication and solid decision-making skills, as well as strong financial and managerial experience. How to trade off education versus on-the-job experience?

a. Definition of position and appointment

- Overarching delineation of role of town manager in town governance
 - i. Should this be Chief Administrator, Chief Administrative Officer, Chief Operating Officer, Chief Executive Officer, President, Manager ????)
 - ii. I think Chief Operating Officer, rather than Administrator, would be a more appropriate way of describing the Town Manager's role
 - iii. I prefer Administrator
- Responsibilities as Secretary of the commission is in conflict with 8 b., which has the Sec. as a commissioner. This needs to be resolved.
- Chapter 101 of the Town Code also assigns other responsibilities related to Flood Management to the town manager, does this need to be updated in charter?
- There is no discussion of term of employment/length of contract for the town manager. Should there be some such direction, and possibly also provisions for renewal? (see comments under b.)
- Possibly include something re: appointment term in this sub-section, like: "The Council shall appoint a Town Manager who shall be the Chief Administrative Officer of the Town. He shall be appointed solely on the basis of his professional, executive and administrative qualifications. He need not, when appointed, be a resident of the Town or of the State of Delaware, but shall, within six months of his appointment, as a condition of his employment, become domiciled within such radius of the Town Hall as determined by Council at the time of his appointment, No member of Council shall, during the term for which elected, be appointed to act as Town Manager. The Town Manager shall be removable as provided by ordinance or by the terms of a written agreement between the Town Manager and the Town. In case of the absence, disability, or suspension of the Town Manager, the Council may designate some other competent person to perform the duties of the office during such absence, disability or suspension."

b. Qualifications imposed by commissioners

- While it says that the commission may establish qualifications, there is no requirement to so do, nor any requirement to archive/post such qualifications – perhaps for the next hire. Should there be a minimum set of requirements enumerated here, e.g., management degree, xx years experience, etc? (see below)
- Cannot be active mayor or commissioner
- There was a suggestion to delete this sub-section

- c. Removal (many of the comments received here were related to the town manager's term of employment)
- Discusses the timeline and process for termination
 - Consider adding, "The town manager shall be hired under contract for a term of 5 years."
 - Consider adding: "The Town Manager may be removed for just cause during the term of his/her contract by a majority vote of the Commissioners [present]."
 - Possibly make the Town Manager an "at will" employee of the Town, who can be terminated by the Town Commissioners.
 - i. What does this mean?
 - ii. What is DE's position on at will employment?
 - iii. Process for removal? Possibly consider removal for any reason by super-majority (?) vote of the Commissioners?
 - Seems to require payment of 3 months severance even if there is a final resolution of removal; is this clear, or even the intent? Given that this sub-section was (probably) written to cover the removal of a specific former town manager, is this how the town wants to proceed in the future?
 - Possibly add, "The Town Manager has day-to-day liaison with the Mayor, but reports to all Commissioners and is responsible to brief all Commissioners equally and to be responsive to all Commissioners as they carry out their responsibilities to the people of Dewey Beach."
 - Possibly add, "Outside contractors report to the Mayor and Commissioners and the Town Manager facilitates their work as is necessary for the contracts to run smoothly."
 - I think we could retain a "just cause" reason for terminating the Town Manager, but there should be a provision requiring a contract for the position with the ability for the Council to opt not to renew that contract without regard to just cause. The term of the contract could be specified in the Charter or left to determination by the Council.
 - Alternatively, consider adopting language similar to that in Rehoboth's charter: "The City Manager shall hold office for an indefinite term and may be removed by a majority vote of the Commissioners. At least thirty days before such removal shall become effective, The Commissioners shall by a majority vote of its members adopt a preliminary resolution stating the reasons for his removal. The manager may reply in writing and may request a public hearing which shall be held not earlier than twenty days nor later than thirty days after the filing of such request. After such public hearing, if one be requested, and after full consideration, The Commissioners by majority vote of its members may adopt a final resolution of removal. By the preliminary resolution, The Commissioners may suspend the manager from duty, but shall in any case cause to be paid him forthwith any unpaid balance of his salary and his salary for the next three calendar months following adoption of the preliminary resolution."
 - The term could be governed by a contract or left indefinite. I think what is important is the public process needed for removing the Town Manager
 -
- d. Process re: absence or disability

- Also indicates compensation for the town manager, which is duplicative of language in 16 a. Is this really the right place for this?
- Currently have a Commissioner as “liaison” .. doing the job of the town manager. Despite the title, is this a violation of 15 b? Does this possibly interject politics into the office (in conflict with 16 b.)?

Section 16 Responsibilities of Town Manager

General thoughts:

- The guts of the town manager's portfolio seems to be embedded in sub-section (f). Should this be moved up to sub-section (a) or (b)?
- Should the town manager have complete control of Town operations versus limited autonomy, i.e., should the commissioners have the authority to take away authorities/responsibilities provided to the town manager in the charter?
- I believe as written it is fairly correct in the TM should report to the commissioners. The TM should oversee the department heads, am 100% in agreement that all of these departments report to the Town Manager, and not an elected official. Elected officials should stick to setting policy and allow the TM to run the business of the town. I believe this town should be run as a business, with a professional TM overseeing the operation of the town. Personal agendas take over when politicians get involved in the daily operation too many times in Dewey's 32 years.
- Town manager responsibilities, I believe the way it's written is correct with the chain of command and who reports to whom. I believe it the Town managers job to run the town as a business per say and commissioners to set policy for the town. I'm sure you/ we'll get into much more detail in our next meeting but just my thoughts

Thoughts on specific town manager responsibilities

- leader or administrator in charge of managing an organization
- devise strategies and recommend policies to ensure that the goals and objectives of the organization are met.
- take care of budgets,
- handle hiring and contracting decisions,
- coordinate activities between departments and delegate responsibilities among subordinates.
- responsible for all day-to-day management decisions and for implementing the town's long and short term plans
- serves as the main link between the board of directors (the board) and the firm's various parts or levels, and is held solely responsible for the firm's success or failure
- responsible for day-to-day operations
- Chief administrators oversee the budget and ensure that it's implemented properly by program managers.
- creating central goals that each department supports and overseeing goal implementation. Also, expect a high level of accountability for human resources and employee performance. Enlist the assistance of the HR officer to develop more people-friendly policies. By offering better HR programs, you help employees to do their best work. A chief administrator could have miscellaneous duties in any program area added to his job. Overall, he must be adept at managing and overseeing administrative operations
- chief administrative officer reports to the executive director or CEO of an organization. He or she will have many duties, which could include fundraising, budgeting, overseeing

administrative staff and program operations, staffing, human resources management, writing policies and procedures and representing the organization in different venues. A CAO works with the public: business leaders, community partners, program beneficiaries, private citizens and government agencies.

Specific comments on language in Section 16

- a. “responsible to the Commissioners for proper administration of affairs placed in his/her charge” & therefore for hiring and employees and contractors
 - Consider establishing the mayor as the primary contact to the Commission for the town manager?
 - The town manager can hire and fire employees for cause (unless prohibited by a commission resolution), but only at a salary/compensation in a commission resolution. Should this be changed to have the town commissioners define appropriate wage ranges and give the town manager latitude within such ranges?
 - Should it be the responsibility of the commission to determine employee wages/compensation – possibly setting a town wide pool for bonuses, but what about on a one-by-one basis?
 - Consider inserting a provision for the “appointment and hiring of police officers and Beach Patrol staff are the responsibilities of the Police Chief and Beach Patrol Captain, respectively, subject to the Town Manager being given notice of the proposed action and the opportunity to seek input from the Town Commissioners if deemed appropriate.” [
 - Why treat some departments differently?
 - Should Town Manger deferral of hiring authority be explicit or implicit?
 - Consider amending the existing 2nd sentence, from “All employees may be removed by the Town Manager ...” to “All employees in his/her charge may be removed ...”
 - Is this the place to better define terms of employment for employees, contractors, etc?
 - Is this the place to better define terms of removal of employees?
 - Town manager established as sole judge of employee competence
 - Commissioners as Board of appeal re: employee actions by town manager. Does this violate his/her authority as sole judge of competence?
 - Establishes the commissioners as a board of appeal to personnel actions by the town manager. Should this be retained, or possibly be changed in favor of binding arbitration by some 3rd party? Possibly simplify by removing qualifiers, “when” At the end of this sub-section
 - Should the Commissioners also be empowered as a Board of Appeal for non-personnel actions by town manager? Not elsewhere in the charter (?) but a process used in the past?
- b. Non- political
 - The last sentence in (b) I think is intended to mean that the Commissioners will not take any direct action in any town operation for which the Town Manager is responsible, but perhaps it could be clearer.

- Has the curious statement, “Except for purposes of injury, the Commissioners shall deal with that portion of the administrative service for which the Town Manager is responsible solely through the Town Manager.
 - i. What does this really mean?
 - ii. Does this establish conflicts with other sub-sections dealing with roles and responsibilities of the town manager and commissioners?
 - iii. Seems to give town manager uncontested authority regarding administrative services in violation with other sub-sections of the charter.
- c. Again says supervise administration of affairs in his/her charge, and to report to the town commissioners on recommendations in all areas and financial status at “the regular monthly meeting” (elsewhere meetings are only required quarterly, so something needs to be changed)
- This goes to the broader question of responsibility to the budget.
 - Might be a good place to explicitly list responsibilities (see list below)
 - Focus is on budget, but also areas as seem desirable
 - What does it mean to turn monies “over to the Commission”?
- d. Co-signs with Mayor
- Submit reports as required by commission (should this be put elsewhere?)
 - Perform other duties as prescribed or required (should these be enumerated herein or elsewhere?)
- e. Entitled to seat at meetings of commission, but not a vote
- Not clear what having “a seat” conveys, but is common to other charters. Should this be clarified?
- f. Details, finally, some specific responsibilities, e.g., infrastructure, finances, administration of provisions of charter, ordinances and resolutions (where not otherwise provided for herein) – somewhat duplicative of a. and c.
- g. Responsible for accounting for revenue & expenditures
- In light of recent seemingly financial irregularities, how can the town manager “keep a full and strict account of all monies received and all disbursements made”?
 - i. Does sub-section (g) need to be revisited?
- h. Bond requirement; also provisions for surrender of papers and monies (?)
- Has a bond ever been required? Is this needed, or even professional?
 - Other charters explicitly indicate the city/town pays for the bond. Should we?
 - Possibly add: “In accordance with Section 8 of this Charter, the Town Manager shall maintain a staffing plan for all active employees, officers, and agents and independent contract employees. An annual update of the plan shall be approved by ordinance by the Town Commission.”
- i. Carry forward of duties and responsibilities upon vacancy of office

j. Replacement

- Should this be changed to allow possibility of a sitting commissioner, with or without pay?

Section 19 Police Force [and Beach Patrol]

General thoughts:

- No real discussion of responsibilities or authorities of department heads; should there be any?
 - Possibly change the last sentence of (a) to: The Chief of Police and the members of the police force shall be subject to the direction of the Town Manager acting on behalf of the Town Commissioners. This is similar to the language in the Rehoboth charter. I would add the same sentence to (b), substituting Beach Patrol Captain and members of the Beach Patrol.
 - Re: “The police force shall be subject to the direction of the Town Manager” I don't think the town manager should direct the police or lifeguards (but more oversee), I think the chief and captain should report to the town manager on town business pertaining to their departments (budgets, personnel...).
- a. establishment of Police Force
- making of rules & regulations – should this be here or under responsibilities of the commissioners?
 - purpose of police force: preserve peace and order; compel obedience to town and state laws
 - chain of command – currently, Town Commissioners establish the rules and regulations for the police force, but the Town Manager provides direction? Should this be amended or clarified?
 - i. Appears the police are under the “direction” of the town manager, but this needs be clarified/spelled out as to how the process of oversight works (e.g., staffing, budget, etc)
 - ii. Who has authority over goals and objectives? Hiring & strategies/operations? Administrative issues, like budget?
 - iii. Seems that reality is much more complicated than provided for herein. Should details go into the code?
 - iv. Do we need to worry about unfair police-budget cutting from a town manager who doesn't like the police? On the other hand we need to ensure the police budget (largest line item) makes sense. Also, Commissioners ultimately approve the budget and so there is a check/balance.
 - should there be an explicit set of minimal requirements for Police Chief and/or police?
 - Should there be an enumeration of types of activities and/or limits in the charter? Or is it okay to leave as in, in the code?
 - Ambiguous usage of “they” in second sentence
 - Consider striking the last sentence and insert: “The Town Commissioners shall with the written input from the Town Manager appoint a Police Chief under a 5-year contract to be in charge of the Police Force. The Police Chief shall be accountable to the Mayor and Town Commission for all matters involving the core function of enforcing the laws of the Town and those of the State of Delaware. [what about federal statues?] The Police Chief shall have the power to make such appointments and to hire such employees at such compensations as the Commissioners, by resolution, shall determine, subject to such rules and

regulations as may be adopted by the Commissioners. The Police Chief shall be accountable to the Town Manager for all matters associated with the administrative functions ancillary to policing operations such as finances, human resource management, facilities and equipment maintenance and intergovernmental cooperation and regulatory and reporting requirements. “ [How to resolve conflicts in a matrix-managed situation, and would this need to be spelled out explicitly?]

- Elsewhere the charter says the town manager is responsible for hiring. Nowhere does it indicate the police chief has hiring authority. Should hiring authority of police be widened, possibly to also include professional organizations to make sure we are getting the best candidates?
- While I believe the police chief needs to report to the TM, I do not believe the TM should be involved in police business or dealing with individual officers. That is training that a TM does not have, but in terms of budgets, operation on behalf of the town, the TM should have oversight and deal only with the Chief. The officers themselves, just as I feel about the actual lifeguards, should report to the Chief/Lifeguard captain only.

b. Establishment of Beach Patrol

- Purpose: enforce regulatory measures re cleanliness & uses of beach
- Maybe vested with authorities of police force
 - i. Is this a good thing?
 - ii. If so, do we also need to vest police authority with the code enforcement department?
- Town Commissioners establish the rules and regulations for the beach patrol, but there is nothing indicating an appropriate chain of command
 - i. If there were/should be, this raises similar questions as indicated under the police sub-section
 - ii. Do we need to spell out Town Manager supervisor of Beach Patrol, and details related to hiring, budget, etc.
- Possibly add, “: “The Town Commissioners shall with the written input from the Town Manager appoint a Beach Patrol Captain under a 5-year contract to be in charge of the Beach Patrol. The Beach Patrol Captain shall be accountable to the Mayor and Town Commission for all matters involving the core function of keeping the beach safe and orderly. The Beach Patrol Captain shall have the power to make such appointments and to hire such employees at such compensations as the Commissioners, by resolution, shall determine, subject to such rules and regulations as may be adopted by the Commissioners. The Beach Patrol Captain shall be accountable to the Town Manager for all matters associated with the administrative functions ancillary to policing operations such as finances, human resource management, facilities and equipment maintenance and intergovernmental cooperation and regulatory and reporting requirements. “ [How to resolve conflicts in a matrix-managed situation, and would this need to be spelled out explicitly?]

- Totally against the code enforcement department being separated from the police, I thought that was a terrible move. How can you run code enforcement and parking enforcement separate from the policing agency.
 - i. Raises other questions: should the code enforcement department be included in this Section if it has enforcement authority?
 - ii. Should the beach patrol have police authority? And if so, should it be merged with the police department?

Section 23 Enumeration of Powers [of Commissioners]

General comments:

- A comment that this whole section needs to be re-written.
 - What is really important?
 - Should include issues related to process, operations and authority
 - Consider the Commissioners as a “governing body”: elected normally by the subscribers (stockholders) of the firm (generally at an annual general meeting or AGM) to govern the firm and look after the subscribers' interests. The board has the ultimate decision-making authority and, in general, is empowered to (1) set the company's policy, objectives, and overall direction, (2) adopt bylaws, (3) name members of the advisory, executive, finance, and other committees, (4) hire, monitor, evaluate, and fire the managing director and senior executives, (5) determine and pay the dividend, and (6) issue additional shares. (businessdictionary.com)
 - responsibility for creating, planning, implementing and integrating the strategic direction of an organization Several places in document (and comp plan) lists goals of governance, using different language to describe essentially the same goals (see (a) 1. Should these be always the same?
 - Should this Section include explicit language related to authority re: police and beach patrol (see Section 19) and/or town manger (see Section 16)?
- a) Lists powers vested in commission, not by way of limitation but for clarification
- listings under 23 (a) are uninformative and vague. What of this is necessary, and what might be missing?
 1. To provide for ...
 - Includes a set of concepts also included in Section 4 (a) and comp plan. Should these all be the same language?
 2. To regulate outdoor activities
 3. Infrastructure work – should this list be expanded?
 4. Numbering of houses and naming of streets
 5. Prevention of fire and beautification
 - Includes a lot of zoning issues; is there a better way to put this?
 6. Erect/maintain facilities
 7. Regulate “guns” and fireworks
 - is this good language?
 8. Acquisition of lands when sold for delinquency
 - why not under any conditions, or is this part of the lien process?
 9. Provide for collection of monies where no other mechanism is provided in the charter.
 - Isn't this a responsibility of the town manager, or does this mean to enact related ordinance?
 10. To borrow monies up to \$1.5 M
 - Is \$1.5 M still a good cap? Where are we today in terms of debt?

11. To appropriate money from any applicable fund to pay debts, liabilities, expenditures and move monies from fund to fund
 - Doesn't seem to cover creation/approval of budget
 - Doesn't seem to cover imposition of fees, fines, taxes
 - Where should these issues go?
12. Almost the exact same language as comprising Section 30 Investigations
 - Delete here?
13. To establish all such ordinances not contrary to the laws of DE and US for protection of persons & property, health & welfare, prevent contagious diseases and nuisances
 - Also defines fiscal year. Why is the fiscal year defined in sub-section here rather than, e.g., in Section 22 Town Budget?
 - Sub-sections a. – o. related to citizens' right to petition referendum. Can we introduce in the charter and incorporate the process in the code? Is this the right place for language related to the citizens' right to referendum petition? Could the right be embedded in the Charter and the process detailed in the code? Should this 3 page process be lodged in its own Section?
14. Provides authority to charge parking fees
15. Provides authority grant/charge fees for licenses and regulate "any activity" in town, except as subsection (b) may apply (is this valid language?)
16. Provides authority for accommodation tax
 - Defines exclusions
 - Cannot exceed 3% unless approved by referendum
 - Not applicable to "property assessed a public accommodation lodging excise tax under Chapter 61 of Title 30 – what is prospect for new state residential accommodation tax, and under what title might that be?

b) Cannot impose tax/fee on use of beach for individual recreational purpose

Section 25 Removal of Obstruction, Nuisances, and Unsanitary Conditions

General Comments:

- A comment that this authority needs to be used more often when possible.
- Establishes a complex dance involving commissioners and town manager. Has a lot of process, including issuance of a warrant by the commissioners. Could all of this – or at least the process part - be simplified and/or placed in the code?
 - a. Provides authority to impose fines/penalties
 - Seems to push role of mitigating obstructions, nuisances and unsanitary conditions onto the town commissioners on a one-by-one basis rather than enactment of general policy and/or ordinance, with enforcement by the town manager
 - May require any such nuisance to be abated/removed via ordinance or resolution
 - Authorizes the town manager or designee under certain conditions to enter into private property and remediate as authorized by the town commissioners, and to subsequently bill the property owner for such work
 - b. Action via town manager on commissions warrant(s)
 - Includes reporting on costs for abatement by the town
 - Move into code?
 - c. More of the process related to the town abating any such nuisance
 - Again, possibly put in the code?
 - Does this have to be in the charter to enable entering private property to abate a public nuisance and/or place a lien?

Section 30 Investigations

General comments:

- Provides blanket authority to the commissioners to investigate the conduct of any office/officer/employee and all municipal affairs
 - Duplicates Section 23 a) 12. Why here and/or there?
 - Is this the appropriate chain of command, e.g., re: employees? Employees report to the town manager, who in turn reports to the commissioners. Is the investigation of the behavior of the employee or of the town manager?
 - Should investigations of employees be undertaken by a third party?
- Provides subpoena power
- Don't know if typical in charters, but this authority has been used in Dewey

Some definitions of positions

Chief Administrative Officer? Chief administrative officers (CAO) supervise the daily operations of a business and are ultimately responsible for its performance. (Wikipedia) They are in charge of running a business or organization and devise strategies and formulate policies to ensure that the goals and objectives of their organization are met.

Typically work includes coordinating with other top-level executives, such as the chief financial officer (CFO) or chief executive officer (CEO), taking care of budgets, handling hiring and contracting decisions, coordinating activities between departments, developing policies and delegating responsibilities among your subordinates. You'll need excellent communication and solid decision-making skills, as well as strong managerial experience.

While the CEO generally sets the main direction of the organization and functions as the overall leader, you may oversee the day-to-day operations, ensuring policies are in place and approving budgets. You may be in charge of specific departments, such as human resources and sales. The position, as with any other top-level executive post, may be stressful due to the pressure to succeed and comply with the organization's objectives. (Learn.org)

Chief Executive Officer? A chief executive officer (CEO) is the position of the top/most senior corporate officer, executive, leader or administrator in charge of managing an organization. (Wikipedia) The **CEO's** leadership role also entails being ultimately responsible for all day-to-day management decisions and for implementing the Company's long and short term plans. The CEO has overall responsibility for creating, planning, implementing and integrating the strategic direction of an organization. This includes responsibility for all components and departments of a business. The **CEO** acts as a direct liaison between the Board and management of the Company and communicates to the Board on behalf of management. One of the major duties of a CEO is to maintain and implement corporate policy, as established by the board. Also called President or managing director, he or she may also be the chairman (or chairperson) of the board.

President Presidents often hold the position of chief operating officer (COO). The COO, responsible for day-to-day operations, has vice presidents for different parts of the company reporting to him or her.