

**Town Manager Screening Committee
Minutes**

Date: May 16, 2016

Time: 7:15 p.m.

Present: Roach, Marlborough, Khalife, Cristo, Krumsiek, Murray, Myers, O'Connor

Absent: Girard (entered around 7:40PM)

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Meeting called to order at 7:15 p.m.

Minutes May 2, 2016 – motioned by Marlborough, seconded by Krumsiek. Unanimous

Minutes May 9, 2016 – motioned by Krumsiek, seconded by Marlborough. Unanimous.

Cristo: Consolidated 8 questions into 3 general questions to facilitate a non-scripted dialogue.

Roach: Any changes or additions to questions?

Cristo: We can just do follow-up.

Roach: Let's get the overview and timeline. Next meeting we have is the 23rd – I won't be here. Next up is General Government discussion. Jude, who do we have coming?

Cristo: We were looking at Town Clerk, Treasurer, Assistant Assessor, and pretty much town hall positions. The other ones we want to do is DPW, Sewer/Parks, and maybe get that done at next week's meeting.

Roach: That will pretty much take the majority of the next meeting. June 6th we will have Board of Health, Library, Asa Waters, etc.

Cristo: Some groups may not be able to meet on Mondays – maybe they can submit written comments.

Krumsiek: What about school committee?

Roach: Greg said they don't think we need someone from the school committee. Greg, do we want the chair of the school committee?

Myers: The school committee is comfortable having me represent their interests. They did want us to provide a general survey on the website for the public to address their comments.

Khalife: Should we try to frame it in a way to get limited responses, such as top 3 characteristics to be better able to quantify the responses?

Fire engineers enter at 7:30 PM. Brief introductions by Fire Engineers.

Roach: This is a conversation, not an interview.

Fire Engineers (Chief): We are a unique group – we have complete control of fire department, personnel, etc. The only piece that comes in with town manager is budget. Whatever isn't approved has to go to town meeting. The kind of town manager we would like to see is someone who would support us in terms of money. In general, this has typically happened. A town manager that has faith in us because we have an experienced staff.

Roach: Are there specific needs that you have in mind? Can you talk about those things/

Fire Engineers (Chief): The big item is the new fire station. We are going to need a lot of support and technical background on how to get there and legal advice on how to get there. We try to space out purchases like fire engines.

Cristo: You were talking about technical assistance, assistance with grants and things like that?

Fire Engineers (Chief): I do most of it but we could use help with that. Most of the time we don't get that money because the town is financially stable. We could use a grant writer.

Roach: Anything specific in terms of grants?

Fire Engineers (Chief): A truck – some towns got \$1,000,000 for trucks. We have an '73 hose truck.

O'Connor: If I could ask, replacement for the fire station – what is your expectation for the role the town manager will play in terms of getting the station approved?

Fire Engineers (Chief): We want the town manager to be really supportive and push to get people to get behind us instead of approving it and not assisting. There may be grants out there – no building grants now but maybe some connections through the state.

O'Connor: Maybe I should ask it differently – do you expect the town manager to support you or be the lead?

Fire Engineers (Chief): We would want him to take our design and push it forward. We've had issues in the past of not getting stuff at town meeting warrant articles.

Roach: Are you going to need design services? Where are you going to get the money?

Fire Engineers (Chief): Our top priority is location and then we can figure out cost.

Marlborough: Are you looking for one building or one complex?

Fire Engineers (Chief): There is no cost savings for having a combined building. It could be the same site but we would need a huge site

Roach: We will wrap this up with one last question – one thing you mentioned was someone who could sell it and they need to be creditable in the community. What do we need in terms of characteristics? What will it take to get someone to get this job done?

Fire Engineers (Chief): Someone who can look at the big picture and see what our role and function is in the community. Though we need a building, we have a lot of other activities in town. We hope for someone to have some experience with building – not a steel building that can get torn down by a hurricane/tornado. Someone with experience with other buildings and building committees. This is something that will last us 50 or 70 years and we want someone who has this experience.

Fire engineers leave at 7:45 PM

Roach: Mike, can we discuss the RFP?

O'Connor: I researched the general requirements for an RFP and the specifics of what this committee is looking for.

Cristo: I like your version as well and have one other change. I think it does what we want it to do.

Police Chief and 2nd in Command Lt. enter at 7:55 PM

Police Chief: I spoke with Mr. Cristo this past week and I have a general idea of what you are looking for in terms of from department heads. Communication is a key point. Town manager must be open and regular communication with Police Chief and department. The next item is confidentiality. Understanding capital needs of department – this is my first time with the budget. There are times we need equipment – it is paramount the town manager understands our needs. When I put a request in to the Board of Selectmen, they are things that I want, not things that I need. Fourth is knowledge of collective bargaining agreements and negotiations. This is where confidentiality comes in again as well. If you have a town manager in place that doesn't understand how unions function and how collective bargaining agreements work, that could lead to issues. Written communication is also important – for documentation purposes. This is almost as important as oral communication. One question from Mr. Cristo that was posed to me is the process of CORI checks. This is confidential application but the town

can submit a name for a CORI check. Every municipal government has the ability to do this – Tish Hayes can do that. The police department cannot perform this.

O'Connor: Chief I have a comment relating to communication – I like the fact that you are comfortable including chain of command and that the town manager can speak to everyone but should not direct people specifically outside the chain of command.

Cristo: Are there any other demonstrated abilities or attributes that you would like to see in a Town Manager?

Police Chief: Paramount that the town manager never has a closed door policy. Every employee is important and have different ideas. It is paramount that town manager can speak to employees and listen to them.

Roach: What do you think in terms of experience that would qualify someone for town manager?

Police Chief: If they were involved in collective bargaining agreement, what were the results? I think if you have someone who has prior contract negotiations, then their history should prove how they've done.

Roach: Would you be troubled if in someone's background, we saw a lot of grievances and arbitrations as a solution?

Police Chief: We have to look into those – are the contracts poorly written or is it clear cut? What is the nature of the grievance? Sometimes the town is right but the union pushes. This is why communication is key.

Cristo: If we had a town manager that did not have a lot of experience in dealing with unions or collective bargaining, is that a potential pitfall?

Police Chief: Most contracts will already be in place and that will give new town manager some time to self-educate. There will definitely be a learning curve but I hope that doesn't cost the town.

Roach: We know one of the goals the department has is the facility needs that you have already defined. What do you think if someone has already gone through that and has that experience?

Police Chief: That would definitely be an asset. They would be able to explain the process and educate the people enough. The needs haven't changed but what does change is cost. If the town manager has already gone through that, they would bring that experience to the table.

Police Chief & LT leave at 8:25PM.

Roach: Ok Mike, we'll switch gears back a little bit.

O'Connor: We'll get back to the latest draft, Paragraph B.

Cristo: I like your changes. To what you were just saying, on page 5, item one should we add "in accordance with the Charter"?

Roach: anything else?

Cristo: Under number 1b on page 6, I would like to delete "background and preliminary reference checks" and replace with different language. I want to know more of the methodology of the background check. What are they going to do in terms of background check?

Roach: Do we want specificity?

Cristo: One last thing, under 2c, it is kind of broad. Should we add a number here?

O'Connor: If they reference the Charter, they will have an idea of how many candidates we will need.

Roach: So we are pretty good with this? Mike can we have a week to review this? Thank you Mike for your time. Jude, thanks for setting up the interviews.

Cristo: Mary and I started to pull some salary from towns nearby.

Krumsiek: Salary range between \$125,000 and \$150,00 is what we are seeing a lot.

Motioned by Marlborough, seconded by Roach to adjourn at 9:00 p.m. Unanimous.

Antony Khalife
Dan H
Muel F. L.
Gregory Myers
DANEM

Just L
Mary M
Ron M

Police:

TOWN MANAGER SELECTION COMMITTEE CHARACTERISTICS OF TOWN MANAGER

- **Communication:** The Town Manager must openly and regularly communicate with the Chief of Police. This line of communication allows the needs, questions and concerns of the Board of Selectmen to be forwarded to the Chief through the Town Manager. This open line of communications also allows the Town Manager to be updated on pending issues within the police department. The manager must be capable of communicating with all employees without violating chain of command. There must be mutual respect for each other's position.

- *➤ **Confidentiality:** The Town Manager will be advised of confidential information pertaining to the police department. This information will pertain to personnel matters, collective bargaining and grievances, pending legal matters and other sensitive matters. The Town Manager must have the ability to keep this information confidential.

- **Understanding of Capital Needs:** The Town Manager must have a clear understanding of the capital needs of the police department. These needs include equipment improvements, building repairs and upgrades, new technology and purchases of cruisers. During the budget process there must be a coordinated effort between the Town Manager and Police Chief.

- **Knowledge of Collective Bargaining/Negotiations:** Town Manager must have a working knowledge of collective bargaining and contract negotiations. This will enable positive interactions between the town and unions going forward.