

**Town Manager Screening Committee
Minutes**

Date: May 23, 2016

Time: 7:15 p.m.

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

Absent: Roach

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

McNeil (Director of Public Works): Comments from various commissions/committees. I have written responses from the people I reached out to. (attached)

Marlborough: In your experience what kind of leadership style, experience, and qualities would work best for a Town Manager in Millbury?

McNeil (DPW): In my experience, the next town manager should be inclusive but confident in their decisions. (see attached for additional detail)

Marlborough: What level of interaction and communication would your department like to have with a Town Manager, and how can a new Town Manager help you and your department meet your goals and objectives?

DPW: Interact face-to-face with DPW on a daily basis. Regular outreach to community about what is happening and what is being planned. This is the information age – let's be proactive. Together, let's work to develop goals and budgets that are realistic for our community to afford and in line with Millbury's vision. (see attached for additional detail)

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

McNeil: Demonstrated volunteer efforts outside their regular. Continue to connect with individuals and businesses in town. Town manager should see big picture as well as details.

Cristo: You mentioned those other departments, did they have any comments?

McNeil: I can hand those in to the clerk.

McNeil leaves at 7:25

Katie (Lavallee) McKenna – Finance Director enters at 7:25

Marlborough: In your experience what kind of leadership style, experience, and qualities would work best for a Town Manager in Millbury?

McKenna: Town manager needs to lead by example. Manager should also know how to delegate. Manager should take into account different ability levels. Management experience is key – either equivalent experience in municipal or equivalent business experience. Necessary qualities include open door to staff, manager should be confident with their abilities but not boasting, diplomatic/fair. The town manager should have experience with finances and budgeting – I can assist with nuances of municipal finances.

Marlborough: What level of interaction and communication would your department like to have with a Town Manager, and how can a new Town Manager help you and your department meet your goals and objectives?

McKenna; As finance director, I interact directly with Town Manager. I would expect to be able to work independently without being micro-managed. I would welcome suggestions for improvements in different ways of doing things. Anything to grow and succeed.

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

McKenna: Other abilities is that Town Manager should know you can't make everyone happen and situations are going to be challenging. Everyone in town has conflicting wants and needs and it will be difficult. Manager must be able to handle conflicts professionally and keep morale up in the town.

Marlborough: Thank you Katie.

Marlborough: Reads comments from Town Clerk & Town Treasurer (attached)

Marlborough: who do we have for next meeting?

Cristo: Dan and I are going to chat briefly tonight about the 3-4 people that are department heads about who are coming next on June 6th. We have plenty of time and people have been receptive.

Marlborough: Sir, do you have anything to say?

John Bergeron: I didn't hear the word critical at all – Town Manager should be critical.

Marlborough: Ok, comments and feedback for RFP?

O'Connor: Did everyone get a copy? What I sent out were the changes I sent out at the last meeting. It's a matter of taking the time to understand what is in it. I've mentioned before, at the last meeting, that there are specific things that are required to be in it [RFP]. If you take the draft that we have right now, I believe it satisfies all the requirements of the uniform procurement act. I asked Tony to add something to the Agenda. If there are no other comments, we can let it sit there and we will be meeting again to the 6th. We can make additional changes there. The only thing left open on the draft is the specific dates that need to be put in if the Board of Selectmen decide to move forward. Does the committee have firms that they have done business with that the RFP can be directed to and if they so choose, can reply to it. We can come up with a list of firms that can be solicited that have come up before, such as the Collins Foundation. Mr. Murray was close to the Worcester process. We might want to come up with the list by the 14th or close to the 14th of June just to make those firms aware.

Murray: I think Mr. O'Connor makes a good point. Given the time of year, I think we should be proactive. I think only 3 firms applied to the City of Worcester. I don't think there will be a lot of response so we should encourage the Town Manager to be as proactive as possible.

O'Connor: The Town Manager is also required to post in the newspaper. I would like to spend some time on it, specifically when David Roach is back, as he will be presenting this to the Board of Selectmen and what choices the Board of Selectmen have. If we don't change our mind, we will be asking the Board of Selectmen to review a Request for Proposal because we thought it would bring about the most qualified candidates. RFP sets specific criteria separate of pricing. In either case, the chief procurement officer is in charge after the Board of Selectmen. In Millbury, that is the Town Manager. Bids received would be open to that person with essentially a limited number of people and would be confidential until that process is completed.

Cristo: I just wanted to follow-up with what Tim said. It sounds like the City of Worcester had 3 firms and there are only a certain number of firms that do Massachusetts. I know there are a few smaller firms but they won't meet the experience requirement of the RFP. There are 3 major firms that do this.

Girard: Should we open it up so that the consultant themselves, not the firm, have at least five years of experience? If someone left a firm to go off on their own and only have 2 years of experience at that firm but have over 20 years of experience, that would open up the door to more consultants.

Marlborough: We can put this on hold until June 6th. Anything else for tonight's meeting?

Myers: Last week, the committee agreed that it would be useful to post a survey for the public. I've copied the five questions for the superintendent search.

Cristo: I believe you can reference the town Charter for the characteristics.

Myers: How long do you want the window to be open for people to respond?

Girard: 60 days?

Cristo: End of June or July?

Girard: Where would we be posting this?

Myers: The town website.

Cristo: Does it monitor which IP addresses has been used to submit a response?

Myers: I believe it does. I believe I have enough information to go live for the next meeting.

Marlborough: Any other business?

Krumsiek: We've been working on figures from other towns for Town Manager salaries.

Cristo: We were surprised with some of the salaries and the size of the town.

Girard: What are the ranges?

Marlborough: I believe our Town Manager has not taken a raise some years so his salary is not where it should be in terms of the contract.

O'Connor: In terms of salary information from our sister towns, what are we going to do with that information?

Cristo: I believe we are going to turn it over to the Board of Selectmen as extra information.

Motioned by Cristo, seconded by Murray to adjourn at 8:05 p.m. Unanimous.

Antony Khalaf

Dan Ho

Mark J. Curran

James Murray

Justin

Mary Lund
Ben Marlborough

Town Manager Search Committee Testimony 05-23-16 (7:30 PM)

Millbury High School Library

Rob McNeil – DPW Director

Public Works is responsible for Highways, Parks, Cemeteries, Sewer, Stormwater, Dams, Bridges, Signs, Sidewalks and Assessable Ramps, and other duties as assigned.

- 1. In your experience what kind of leadership style, experience, and qualities would work best for a Town Manager in Millbury?**

In my experience I believe that the next Town Manager needs to be an inclusive but confident decision maker who can encourage and support the staff, the elected officials, and the townspeople to become engaged in actively improving the quality of life here in Millbury.

Someone who recognizes and highlights accomplishments publically and who candidly, but privately, provides regular feedback and encouragement to those departments and individuals under their direction. Maintaining confidentiality and respecting the organizational structure (or chain of command) is vital. The next Town Manager needs to be a strong communicator that can draw on both their public and private professional experiences to take current programs that are working and make them thrive, as well as to effect change where it is needed. This person will need to bring together and focus the efforts of the myriad Boards and Commissions to develop a common vision; and then work collaboratively and strategically to develop plans, and make decisions that support that vision.

I believe that many efficiencies in serving the public can be found from having Departments, Boards, and Commissions truly understand the wants and needs of our community. I want a leader who gets out of their office and experiences staff and the public on their own turf rather than someone who has an "open door policy."

Our next Town Manager will understand the benefits of training and cross-training as well as the need for integration of technology; and will develop systems for effectively communicating and sharing information between all town staff as well as with the public.

- 2. What level of interaction and communication would your department like to have with a Town Manager, and how can a new Town Manager help you and your department meet your goals and objectives?**

A new Town Manager can expect to interact face-to-face with Public Works on a daily basis. Support of our town departments from the next Manager could come in the form of

coordinated regular outreach to the community about what is happening and what is being planned. This is the information age, let's be proactive, and lead this effort.

The new Town Manager should sit down with Public Works staff to understand our interests, concerns, and needs; find out what we do well and where support is essential; and together work to develop integrated goals, objectives, and budgets, that are based on realistic expectations which our community can afford, will support, and which align with the overall vision for the continuous improvement of Millbury.

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

Demonstrated volunteering efforts or other community service experiences outside of their normal responsibilities is a must for the new Town Manager. Continuing to engage the residents and businesses through a visible presence at various public and private events will be essential in building and maintaining positive relationships in the community.

A new Town Manager should be able to grasp the big picture as well as drill down into the details on major issues such as public infrastructure improvement projects.

Comments sought from Sewer Commission, Parks Committee, ADA Commission, Roadway Advisory Committee, Cemetery Commission.

Robert McNeil

From: Mike Kennedy <mikekennedy32@yahoo.com>
Sent: Monday, May 23, 2016 11:11 AM
To: Robert McNeil
Subject: Town Manager Search

Hi Rob

Here are some answers on behalf of the Commission on disability.

Question 1: We would like a Town Manager with an open door policy and attitude. Someone who is approachable, not someone you have to make an appointment with. We really liked that about Bob Spain.

Question 2: Our goal or goals really is to really start chipping away at the ADA Self-Evaluation & Transition Plan. This is basically a master plan regarding the accessibility of the Town's programs & services along with down town sidewalks & curb cuts. It was created in 2006 or 2007 and not much has been done. Projects like the down town beautification plan would address some of the issues pointed out in this plan.

Question 3: Same as question 1 for attributes and a willingness to get things done. Also, the TM needs to answer to the Select Board, not the other way around.

I hope that helps Rob. I attached the ADA Self-Evaluation Transition Plan for your information.

Mike Kennedy; Chair
Commission on Disability

Robert McNeil

From: Cooney, Nicole L. <CooneyN@worcesterma.gov>
Sent: Friday, May 20, 2016 12:03 PM
To: Robert McNeil
Subject: RE: Town Manager Search Committee

1. I think we would benefit from a Manager who can and will relate the community in terms that are understandable. Sometimes people who do not experience municipal life don't understand the reasoning behind the decisions. If the new Manager could take some time to communicate in a language understandable to the common person I think a lot less hard feelings would be felt. A Manager who is progressive and forward thinking would be excellent because we have already had the "well this is the way it has been done and it works" for too long. I think for Millbury to continue to move forward this is necessary.
2. The Parks Commission has already spoke about this and we would like to see the Manager at a few of our meetings each year. (side note: we are planning on asking you as well) just to be sure what we are doing and our goals are same as the Town's. We are a little unsure of our responsibilities and honestly I think the Town is as well.
3. As mentioned above it would be nice for a Manger who can relate to all individuals. It takes a talent to communicate in understandable terms with different education levels but it is a great attribute if you can find the correct individual. If you can communicate and not make people feel inferior to you it goes a long way.

Thanks,
Nicole

From: Robert McNeil [mailto:RMcNeil@townofmillbury.net]
Sent: Wednesday, May 18, 2016 9:15 AM
To: Cooney, Nicole L.
Subject: Town Manager Search Committee

Nicole:

I have been asked to report back to the Town Manager Search Committee, comments and feedback about what I'd like to see in a new Town Manager.

As part of that effort I am asking the Boards and Commissions that I deal with, like yourself, to provide me with some feedback that I can include in my presentation next Monday evening.

Attached are the questions that the Committee has asked me to answer. Kindly add your own answers to these questions and get them back to me with any other comments that you and your committee may have.

Thanks Nicole!

Talk soon,

Rob

Robert D. McNeil III, P.E.
Director of Public Works
Town Hall

Robert McNeil

From: Gary Nelson <gnelson1941@yahoo.com>
Sent: Sunday, May 22, 2016 5:40 PM
To: Robert McNeil

Town Manager Search Committee (2016)

1. In your experience what kind of leadership style, experience, and qualities would work best for a Town Manager in Millbury?

**Strong leadership – Must be accessible – Must be a resident of Millbury or be willing to relocate here
– Knowledge of municipal Operations**

2. What level of interaction and communication would your department like to have with a Town Manager, and how can a new Town Manager help you and your Department meet your goals and objectives?

Other than weekly or monthly meetings, interaction and or communication should be on as need basis

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

BARRY LOAIAN

Town Manager Search Committee (2016)

1. In your experience what kind of leadership style, experience, and qualities would work best for a Town Manager in Millbury?

The Town Manager needs to be approachable and even tempered. They should be strong but understanding and compassionate. Most, importantly, they should have an open mind and be willing to listen. Tax payers pay his/her salary.

2. What level of interaction and communication would your department like to have with a Town Manager, and how can a new Town Manager help you and your Department meet your goals and objectives?

In my opinion, communicating through the DPW Director is sufficient. I feel that when the Town Manager is communicating directly with a committee, there is a sense that he/she is trying to push their agenda.

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

The Town Manager should exercise fiscal responsibility and have a strong financial background. The Town Manager should not be litigious in nature and enter into frivolous lawsuits.

-----Original Message-----

From: Jayne Davolio <JDavolio@townofmillbury.net>

To: Judecristo <judecristo@aol.com>

Sent: Mon, May 23, 2016 2:28 pm

Subject: Town Mgr. Screening Comm. Input Town Clerk

Good Evening:

1. As you well know, we can't choose who we would like to put in the position whether we like there leadership style, everyone is different. What I would like to say is that a Town Manager should be one that will do what is best for the town and immerse themselves into learning the community. Experience and qualities play off each other in many ways. Let's hope that we find a candidate with experience in municipal life.
2. A new town manager should interact and communicate with each department, I always have a open door policy and will always communicate with the Town Manager should I need that person. The Town Manager will be able to devise a plan to help us as department heads with our goals and objectives through communication and learning our departments.
3. As you can see I am open minded and would like to see someone who has the best interest in our community. We will all need to adapt to change, so styles come with the person, abilities will only be elevated through working with department heads and putting our team together. Attributes, I would hope respect and trust should be on top of the list.

Thank you for asking me my thoughts! Have a nice evening

JAYNE MARIE DAVOLIO
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1. I believe the Town Manager should have financial back ground along with Municipal Government experience.
2. Open communication with all department heads and open to new ideas they bring to the table. Team player.
3. The Manager should always be looking out for the best interest of the Town.
4. People skills

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