

**Town Manager Screening Committee
Minutes**

Date: June 6, 2016

Time: 7:00 p.m.

Present: Roach, Khalife, Cristo, Girard, Krumsiek, Myers, O'Connor

Absent: Marlborough (enters at 7:45PM), Murray

Meeting called to order at 7:05 p.m.

Motioned by Krumsiek, seconded by Cristo to approve May 16 Minutes. Unanimous.

Motioned by Cristo, seconded by Krumsiek to approve May 23 Minutes. Roach abstained. Unanimous.

Roach: Can we discuss the survey questions now? Any comments?

Motioned by Cristo, seconded by Girard to approve survey questions. Unanimous. (can be accessed publicly on town website)

Judy O'Connor enters at 7:15PM.

O'Connor: Thank you for inviting me – I'm glad you invited the other department heads. We are a team – this is a team effort. See attached comments on behalf of Council of Aging Board.

Roach: In terms of facility needs for the Senior Center, how old is the center?

O'Connor: 20 years old. It has been well maintained. The dynamics and needs of the Senior Center will change over time.

Roach: So how long have you been in this position?

O'Connor: 35 years.

Judy O'Connor leaves at 7:35PM.

Roach: How about we take a look at the RFP while we wait for Elizabeth to come in at 7:45?

O'Connor: The only item that changed is on page 2 as part of the Minimum Evaluation Criteria, item 1 as recommended by Dan Girard. That is the latest and only change.

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TOWN CLERK
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MILLENBURY, MASS.

Cristo motioned to move RFP to the Board, second by Marlborough. Unanimous. (attached copy)

Bob Frederico enters at 7:55PM to speak.

Frederico: Thank you for inviting me to speak. Attached comments on behalf of Bob Frederico and the Building Department.

Roach: Thank you for coming and taking the time to give us your perspective.

Bob Frederico leaves at 8:05PM.

Former Town Planner, Laurie Bonavita, has submitted comments (attached).

Roach: Our librarian is not here so we can ask her if she has any comments she would like to add.

Scott Despres: Has anyone asked Tish Hayes, as she works directly for the Town Manager, for her opinion?

Krumsiek: I can ask her tomorrow.

Motioned by Roach, seconded by Cristo to adjourn at 8:15 p.m. Unanimous.

QUESTIONS/INPUT MILLBURY DEPARTMENT HEADS:

Input from Catherine Elliott, Asa Waters Mansion

1. In your experience what kind of leadership style, experience, and qualities would work best for a Town Manager in Millbury?
 - A. Millbury's next Town Manager should continue to encourage comradery between department heads. We are working as team and must respect each and every department's needs.
 - B. Let Department Heads manage –don't micromanage. Show confidence in Department Heads and convey appreciation for a job well done.
 - C. It's important for the next Town Manager to continue to embrace what makes Millbury great. Most specifically for the Asa Waters Mansion a Town Manager must have an appreciation for historical buildings and the positive economic impact the Mansion has on the community—for every event we host we create a cascade of economic opportunity for many local event services.
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. Open door policy—as with our current Town Manager if a Department Head had an issue the TM always had time for his department heads.
 - B. It's very beneficial to host Department Heads meetings where all managers share current events and communicate issues. Many times one department's issues can be alleviated by other departments' actions.
3. Are there any other demonstrated abilities or attributes that you would like to see in a Town Manager?
- A. I feel an essential attribute is to have an understanding of small town management – this does not mean that the next Town Manager must necessarily come from a small town, only that he or she understands the difference between a large municipality and a small one. New England villages are made of up residents who numerically own a “larger piece of the pie” more so than residents of large cities, and thus Millbury's townspeople feel ownership, they want to get answers quickly, and expect less bureaucracy.
 - B. To be successful a Town Manager must take the time to learn and understand what makes Millbury great and to nurture those attributes, not change them.

Input from Laurie Bonavita, former Town Planner.

QUESTIONS/INPUT MILLBURY DEPARTMENT HEADS

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

The ideal candidate, in my opinion, should not be a micro-manager. He should have the ability to delegate and then trust that his staff have the knowledge and expertise to deal with the issue. He should check in, on occasion, to ensure that staff are on track and to address any questions or concerns. It is essential that the manager is approachable. He/she should be able to respond to questions and provide guidance without being judgmental or condescending. The ideal candidate should be supportive of the staff- he/she should not be someone who throws staff under the bus, stabs them in the back or embarrasses them in public. In my opinion, it would be helpful if the manager had the following skills/qualities:

- Prior experience as Town Manager or Town Administrator essential;
- Master's Degree in public administration with background in law, political science, economic development, and/or land use planning;
- Procurement expertise;
- In-depth understanding of municipal law and finance;
- Experience compiling and administering multi-million dollar budget;
- Grant writing experience;
- Human resources expertise/experience effectively dealing with personnel and difficult people;
- Excellent oral and written communication skills;
- Knowledgeable individual with ability to think on the fly and under stress;
- Problem solver;
- Confident;
- Go-getter;
- Even-tempered;

- Patient;
- Discreet.

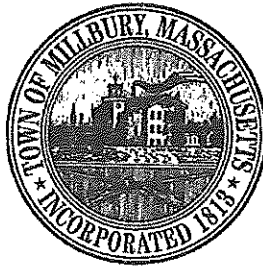
2. What level of interaction and communication would your department like to have with a Town Manager, and how can a new Town Manager help you and your department meet your goals and objectives?

In my opinion, the Town Manager should set goals and provide feedback so that the department heads understand if they are meeting goals and objectives to the manager's satisfaction. During my 11 years as an employee with the Town of Millbury, I was never given a list of goals/expectations and I was only reviewed on one occasion- at my request. This left me feeling like I was stumbling around in the dark at various times during my tenure. Since I am one who likes to do my best and exceed expectations, a formal review process would have been helpful. I also think it would be wise to tie merit raises to performance to encourage folks to go that extra mile. Right now, nobody is reviewed and nobody receives merit raises. All employees receive the same compensation regardless of whether they go the extra mile or they do the minimum. For some, it doesn't matter as they take pride in their work. For others, the lack of an incentive constitutes permission to skate.

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

See above.

COUNCIL ON AGING
1 River Street
Millbury, Massachusetts 01527



JUDITH O'CONNOR
Executive Director
(508) 865-9154
FAX: (508) 865-0851

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

LEADERSHIP STYLE:

- *Ability to fairly evaluate Department heads and their responsibility without bias
- *Establish priorities for the Town
- *While setting & executing priorities, without ignoring lesser priorities
- *Develop overall plan for the Town, utilizing Department Heads knowledge of their operations
- *Create a unified approach to the operation and acquire buy-in for all Department Heads

EXPERIENCE:

- *Have some experience in Town Government and Management
- *Solid understanding of State Government as it relates to the Town
- *Good financial background with ability to seek out Capital for the Town
- *General Business & Management Experience

QUALITIES:

- * Must be Excellent Communicator
- * Must be Excellent Listener
- *Willingness to meet with the large majority of Town Employees, Boards, etc
- *Willingness to meet with Department Heads to learn their operation and impact on Community
- *Ability to understand, analyze, and develop plans for changing demographics of Population

(2) What level of interaction & communication would your department like to have with the Town Manager and how can a new Town Manager help you & your department meet your goals & objectives?

- (a) Meeting with the Town Manager on a regular basis to determine what are "hot issues" is very important. The needs of the elderly and handicap individuals seem to be put on a back burner especially at budget time. Keeping the Manager abreast of the issues and identifying what is the operations of the Senior Center and what needs to be done to maintain it.
- (b) It would be important that He or She meet with the Council on Aging Board at least once a year, for an up-date on the programs and services being offered.

(3) Are there any other demonstrated abilities or attributes that you would like to see in the Town Manager?

Believe covered in items 1 & 2.



TOWN OF MILLBURY

MUNICIPAL OFFICE BUILDING • 127 ELM STREET • MILLBURY, MA 01527-2632 • TEL. 508/865-0438 • FAX. 508/865-0857

Department of
Building & Inspections
Robert Frederico
Inspector of Buildings

TO: Town Manager Search Committee
FROM: Robert Frederico, Building Inspector, Zoning Enforcement Officer
RE: Department heads questions/input
DATE: June 6, 2016

Thank you for inviting me to offer my opinions for the search of the next Millbury Town Manager. I have been employed with the Town since September 29, 2014, and I've had the opportunity to work closely with the office of the Town Manager. Here is my response to your questions:

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

The Manager is the point person for all things in Millbury. Therefore, experience in listening, patience, and empathy is paramount. The Manager needs to understand the issue clearly and accurately in order to offer a solution (whether or not the solution is popular or welcome). Of particular importance is the duty to obtain facts from all sides of an issue before a decision is reached.

The residency requirement has been an issue for some time. I have experience with Managers from town as well as Managers coming from outside of town. My experience and belief is that a Manager from out of town may be a better choice, provided that the vetting process is done right, and the contract is written and enforced correctly. An out of towners has little or no allegiance to residents and can be impartial. On the other hand, an in towners may already have a solid 'feel' for the requirements of the town.

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?

The employees in Millbury have been hired to do a particular job. It is the obligation of the Manager to provide the tools, support, and latitude for the employees to do their job well. Micro managers are an obstruction to successful operations, particularly when

a department is running smoothly. Many employees are hired to enforce a particular set of rules and regulations, and the Manager needs to be aware of what the employees do and support them in their duties. In most cases, the building department does not require frequent communications with the manager, except when an issue arises that may require his/her attention.

The Building/Zoning Department is charged with enforcing the Massachusetts State Building Code, The Massachusetts Architectural Access Regulations, and the Millbury Zoning By-laws. Very often, these regulations require enforcement actions that may meet with opposition. The parties opposing enforcement invariably reach out to the Town Manager, hoping to obtain some sort of relief. The new Manager needs to understand that while most decisions are eligible for appeal, it is not through the Managers office.

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

The Manager is required to be a superior negotiator in all respects (financial, management, dealing with boards and community groups). The right person should be willing to make the right decision for the Town, not for a particular group or person; knowing that most decisions will have effects for a long time.

Millbury is a growing and changing place, and the town will have to be ready to meet the needs of the future. The Town Manager will need to be somewhat of a visionary in order to foster a vision set by the town. Infrastructure, buildings, and facilities are needed to be maintained, improved, replaced, or built. The new manager must also manage the personnel and technology for efficient and cost effective operations.

Please don't hesitate to ask for more information.
Respectfully submitted,



Robert J. Frederico, CBO

TOWN OF MILLBURY
REQUEST FOR PROPOSALS
EXECUTIVE SEARCH CONSULTING SERVICES
RECRUITMENT AND SELECTION OF A TOWN MANAGER

GENERAL INFORMATION

A. Purpose of this Request for Proposals

The Town of Millbury Board of Selectmen seeks consulting services in connection with the recruitment and selection of an appropriate candidate for the position of Town Manager for the Town of Millbury.

B. Schedule

Consultant's proposal shall be received by Board of Selectmen, in the Selectmen's Office, Millbury Municipal Office Building, 127 Elm Street, Millbury, MA 01527 **no later than 4:00 PM onday, Month XX, 2016**. Late submissions will be rejected and will be returned to the Consultant unopened. Acceptance of the successful Consultant's proposal shall take place within thirty (30) days of the deadline for submitting proposals. All proposals shall remain valid and acceptable for this length of time. An applicant may correct, modify or withdraw a proposal by written notice received in the Selectmen's Office prior to **4:00 PM onday, Month XX, 2016**.

C. Awarding Authority

The awarding authority is the Town of Millbury acting by and through its Board of Selectmen.

D. Clarification of Consultant's Proposal

The Town of Millbury reserves the right to contact any Consultant individually for the purpose of clarifying his/her proposal. Each Consultant who submits a response to this RFP may be required to make an oral presentation of the submitted proposal to the Board of Selectmen and Town Manager Screening Committee. Such presentations, which provide an opportunity for the Consultant to clarify his /her proposal to ensure a mutual understanding thereof, will in no way change the Consultant's original proposal.

E. Inquiries

It is the responsibility of the Consultant to inquire about and question any material contained in this RFP that is not fully understood or that is believed to be susceptible to more than one interpretation. Any inquiries or requests for clarification regarding this RFP should be submitted in writing, addressed to:

Town Manager's Office
Municipal Office Building
127 Elm Street
Millbury, MA 01527

If any response to such inquiries affects the content of this RFP, then the Town shall provide its response in writing, with a copy to each Consultant who has received this RFP.

F. Confidentiality

Under Massachusetts General Laws, the Town cannot assure the confidentiality of any material or information that may be submitted by an applicant in response to this RFP. Thus, applicants who choose to submit confidential material or information do so at their own risk. Pursuant to M.G.L. Chapter 30B, upon opening, each proposal will be held confidential by the Board of Selectmen and Screening Committee until such time as the evaluation and selection process has been completed. Proposal responses are public documents available for inspection by interested parties once the contract has been awarded.

G. Evaluation Criteria

All proposals will be evaluated based upon two sets of criteria - minimum and comparative.

Minimum Evaluation Criteria - Each proposal shall meet all of the following criteria in order to be considered further:

1. Consultants shall have a minimum of five years of executive recruitment experience.
2. Consultants shall have experience doing comparable work for at least five municipalities.
3. Consultants shall have qualified persons available to work on this project who will be able to start work on the project within ten days of the award of the contract, and be able to work continuously to complete the project at the earliest possible date consistent with professional performance.

Comparative Evaluation Criteria - The following ratings will be used to measure the relative merits of each proposal that meets the minimum evaluation criteria established above:

Highly Advantageous - Proposal excels on a specific criterion.

Advantageous - Proposal fully meets the specified evaluation standard.

Not Advantageous - Proposal does not fully meet the evaluation standard, is unclear and/or incomplete.

Unacceptable - Proposal does not meet the specified evaluation standard.

The criteria that will be used for comparative purposes are the following:

1. Number of municipal clients - a greater number of such clients will make the proposal more advantageous. Consultants that had more than five clients will be viewed as advantageous.
2. Quality of references – favorable references from recent clients with relevance to this search will make the proposal more advantageous.
3. Interpersonal skill – the top applicants based on the prescribed evaluation criteria will be interviewed to evaluate the interpersonal and presentation skills of the team of consultants who expect to work with the Town.

4. Quality of reports - please provide samples of reports that have been provided to other municipal clients. Applicants will be evaluated based upon the quality of these reports, the clarity of style, technical content, and reporting techniques used.
5. Knowledge of the basic duties and responsibilities of a Town Manager in the Commonwealth of Massachusetts generally, and knowledge of the duties and responsibilities of the Town Manager as established by Article 4, Section 4-2 of the Millbury Home Rule Charter and By-Law Article III, Section 2-47, specifically. See <http://www.millbury-ma.gov/>
6. Specific Town Manager recruitment and selection experience. List successful Town Manager or Town Manager recruitments for other municipalities and estimated tenure of those selected.
7. Work plan and tentative timetable for execution of the work required by Scope of Services.
8. Timeliness of past performance will be considered.
9. Price.

The Town reserves the right to waive minor informalities or to allow the applicant to correct them.

H. Evaluation of Proposals

Proposals shall be evaluated based on responsiveness to the criteria, terms and conditions contained in the RFP and its attachments. Any proposal not meeting the Minimum Evaluation Criteria of this RFP will be disqualified without further evaluation. The Board of Selectmen and Screening Committee may determine that the Consultant's inability to meet the Minimum Evaluation Criteria is due to minor informalities, which are defined as minor deviations, insignificant mistakes, and matters of form rather than substance, and can be clarified, as provided above. In such cases, the Board of Selectmen may allow the Consultant to make minor corrections, except to cost items, and may apply the change in the evaluation.

Interviews - the Board of Selectmen and Town Manager Screening Committee plans to interview the top proposers, based on the evaluation criteria at a special meeting to be held within 30 days of the evaluation.

I. Rejection of Proposals

The Board of Selectmen reserves the right to reject any or all proposals. A Consultant's proposal may be rejected if the Consultant:

1. Fails to adhere to one or more of the provisions established in this RFP or fails to comply with any of the applicable provisions of M.G.L. Chapter 30B.
2. Fails to submit his/her proposal at the time or in the format specified herein or to supply the minimum information requested herein;
3. Fails to meet the minimum evaluation criteria as specified above;
4. Fails to submit his/her proposal to the required address on or before the deadline date and time specified;

5. Misrepresents his/her services, provides demonstrably false information in the proposal, or fails to provide material information,
6. Fails to submit costs in a Price Proposal.

J. Determination of "Best Proposal"-

The best proposal will be determined after a ranking of technical proposals and a separate ranking of price proposals. The determination of the most advantageous proposal shall be made on the basis of evaluation of non-price factors. The best price is the lowest price for the most advantageous technical proposal as determined by the Board of Selectmen. The Town reserves the right to award to other than the lowest price proposal.

L. Consultant Selection

Following the procedures previously described, the Town will make a decision regarding selection of the Consultant with whom it wishes to enter into contract negotiations.

M. Execution of Agreement

Upon the acceptance of a Consultant's proposal, the Town will prepare and submit an Agreement to the successful Consultant for signing. Incorporated by reference into the Agreement that is to be entered into by the Town and the successful Consultant pursuant to this RFP will be (a) all of the information presented in or with this RFP and the Consultant's response thereto, and (b) all written communications between the Town and the successful Consultant whose proposal is accepted. Before an Agreement may be executed by the Town, the successful Consultant shall be required to execute and file with the Town a Certification of Tax Compliance in accordance with the provisions of M.G.L. Chapter 62C, §49A.

N. Required Proposal Format

Submission of Proposals

Each applicant shall furnish all requested information in the formats specified by this RFP. Specifically, each proposal shall, consist of the following:

Item 1: Transmittal Letter

The Consultant shall submit a transmittal letter signed by an authorized representative of the Consultant and include the names of the individuals authorized to conduct business with the Town. The Consultant's address and telephone number shall also be included.

Item 2: Technical Proposal

An original and five (5) copies of the Technical Proposal, which must contain the following sections and information to be considered:

1. Describe Consultant's company background, relevant experience in the business of providing recruitment and selection consulting services to municipal governments.

2. List cities or towns for which Consultant has done work in the past three years and any other relevant references with the names and telephone numbers of contact people in each case.
3. Specify the composition of project team who will be providing the services specified in this RFP, including appropriate resumes.
4. Provide a work plan outlining Consultant's proposed timetable for each aspect of the Work (see Detailed Requirements for Selected Consultant, below).
5. Provide samples of work, such as reports, a sample position profile, evaluation forms and other decision-making tools.
6. Show evidence of Consultant's knowledge of the Board of Selectmen/Town Manager model of government. Consultants who meet the minimum evaluation criteria will have the opportunity to demonstrate their knowledge in interviews with the Board of Selectmen and Screening Committee.
7. List the successful Town Manager recruitments the Consultant has accomplished for other municipalities and estimated tenure of those selected.
8. Sign and attach the Certificate of Non-Collusion, attached to this RFP as Exhibit A.
9. Sign and attach a Certificate of Corporate Vote attesting to the authority of the person signing to bind the corporation, if applicable.

Item 3: Price Proposal

A sealed Price Proposal must also be submitted. The Price Proposal shall include all costs associated with the project, and shall include schedule of payments which shall be dependent upon completion of elements of work required by Scope of Services, Detailed Requirements. Price proposals shall include ancillary and administrative costs, including travel for a minimum of three direct visits and meetings in Town, and contingencies for additional visits if required.

Proposals shall be mailed or delivered to the following address:

Millbury Board of Selectmen
Municipal Office Building
127 Elm Street
Millbury, MA 01527

Proposals shall be received no later than **4:00 pm,day, Month XX, 2016** in order to be considered. Late submissions will be rejected and returned to the consultant unopened.

Scope of Services – Detailed Requirements

The selected consultant shall provide all services, labor, materials and facilities to perform the work as specified in the following Detailed Requirements.

Detailed Requirements for Selected Consultant

1. Prepare, in consultation with the Board of Selectman and Town Manager Screening Committee, a plan for the search, recruitment and selection of a candidate for the

position of Town Manager for the Town of Millbury. Consult with and assist Board of Selectmen in defining the appropriate roles and level of participation of the Board of Selectmen and the Screening Committee in the overall search process as established by Article 4, Section 4-1 of the Millbury Home Rule Charter and By-Law Article III, Section 2-48, specifically. See <http://www.millbury-ma.gov/>

The plan shall be presented in a written report and shall include the following:

- a) A profile of the position and a profile of the desired candidate, reflecting the qualities and attributes the Board of Selectmen believes the next Town Manager should possess.
 - b) Specification of the process for receiving and screening resumes or applications for the position including criteria by which candidates are to be evaluated, along with methodology detailing types of background, credit, internet and preliminary reference checks that may be used by the Consultant.
 - c) Description of a detailed procedure for interviewing qualified candidates, which may include role-playing exercises deemed helpful to assess the sound judgment and capabilities of a candidate.
2. The consultant shall perform the following services following acceptance and approval of the plan to be developed as specified.
- a) Prepare advertising for the position and conduct a broad advertising campaign including the use of selective social media and listing services.
 - b) Conduct active recruitment of potential candidates known to the consultant and Town officials who may not respond to other recruiting measures.
 - c) Recommend in written reports to the Screening Committee, all qualified candidates for further evaluation through an informal interview process which may be conducted by telephone (informal prescreen).
 - d) Assist with and participate with the Screening Committee in the conduct of structured interviews with preliminarily qualified candidates. One interview may be held in executive session pursuant to Massachusetts law.
 - e) After completion of the recruiting and evaluation process to this point, assist the Board of Selectmen with public interviews under the Massachusetts Open Meeting Law of those candidates selected as finalists by the Screening Committee.
 - f) Assist the Board of Selectmen with compensation issues.

3. The consultant shall meet with the Screening Committee as frequently and for such time as may be necessary to carry out his or her work and shall regularly update the Board of Selectmen as to the progression of the process.
4. The principal shall be prepared to commit no fewer than (60) sixty hours to such meetings in the execution of this task.

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity, or group of individuals.

(Signature of individual submitting bid or proposal)

(Name of business)